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HUNTINGTON BEACH, CA
JUNE 2017

INTERNATIONAL DOWNTOWN ASSOCIATION
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Panel Chair

Kathleen Rawson, *President & CEO*

Downtown Santa Monica Inc.
Santa Monica, CA

Kathleen Rawson has more than 25 years of experience in both Hospitality and Destination Management. For the past 20 years, Kathleen has served as the CEO of Downtown Santa Monica, Inc. (formerly the Bayside District Corporation), a private/non-profit company contracted with the City of Santa Monica to manage programs to enhance the vitality of the District. The organization is charged with advising the City of Santa Monica on all issues related to the Downtown core.

Downtown Santa Monica, Inc. is responsible for overall strategic planning, promotions and daily operations for the area. During her tenure, Kathleen has successfully transformed Downtown Santa Monica into the largest property based assessment district, by budget, in the State of California. With an annual budget of nearly \$8 million, Downtown Santa Monica, Inc. provides Ambassador and Enhanced Maintenance programs as well as a comprehensive marketing program and annual event series.

Kathleen currently serves as the treasurer of the International Downtown Association, is immediate past chair of the Santa Monica Malibu Education Foundation and just completed her term on the Venice Land Use and Planning Committee for the Venice Neighborhood Council. She served as president of Kehillat Israel Synagogue, and has served on a number of other social service agency boards in the locale.

Panelists

Kate Borders, *Executive Director and President*

Downtown Tempe Authority
Tempe, AZ

Kate assumed the leadership position of the downtown Tempe enhanced services district in 2014. Her immediate vision for Downtown Tempe is to strengthen the voice of the organization and promote the district as the most urban destination in the Valley. Through collaborations with the downtown merchants, property owners, City leaders and ASU representatives, she is working to stimulate a renewal in the attention to Downtown Tempe. She relocated to Tempe from Fresno, CA where she was the President/CEO for the Downtown Fresno Partnership, a similarly structured business improvement district that is working to revitalize Downtown Fresno.

Before joining the Downtown Fresno Partnership, Kate spent 7 years in Milwaukee, Wisconsin as the Executive Director of East Town Association, a membership-based organization that produces large-scale events that have transformed the local economy and stimulated the residential relocation to Downtown Milwaukee. Prior to her Milwaukee tenure, Kate was the Executive Director of the Peoria Art Guild in Peoria, Illinois. Kate is originally from South Carolina and she received her BA in Music from The University of Arizona and a Master's Degree in non-profit Arts Management from Columbia College in Downtown Chicago. Today she enjoys living in this urban desert with her two daughters, Addison (9) and Sophia (7), and her husband Jason.

Davon Barbour, *Vice President of Economic Development*

Downtown Partnership of Baltimore, Inc.
Baltimore, MD

Davon Barbour, Vice President of Economic Development at the Downtown Partnership of Baltimore Inc., is a responsible for developing and directing programs designed to ensure that Downtown Baltimore is a healthy, vibrant area for businesses, residents, visitors and the real estate community. Previously, he served as Director for the City of Hollywood, Florida's Department of Community and Economic Development and Assistant Director of the City of Orlando Downtown Development Board and Community Redevelopment Agency. Davon was also Manager of Economic Development for the Miami Downtown Development Agency. Davon, a native of Baltimore City, possesses over 15 years of progressive leadership in economic development and urban revitalization. He has worked for private sector, public sector, and non-profit organizations whose mission is to revitalize urban communities across the nation.

David T. Downey, CAE, *President and CEO*
International Downtown Association
Washington, DC

A 20-year association professional, David is an accomplished not-for-profit leader in the community building industry. At IDA, David provides overall strategic direction and drives success toward the organization's vision to build a world full of vital and livable urban centers. Prior to IDA, David served as the Managing Director of the Center for Communities by Design at the American Institute of Architects and as Executive Director for the Michigan Society of Planning. He currently serves on the Board of directors for both the Mount Vernon Triangle BID and the Responsible Hospitality Institute (RHI). David has been a city advocate since 1989 receiving his degree in Architecture and Design with a focus on Urban Design from Lawrence Technological University. David and his wife Margie live in northern Virginia with their three sons Connor, Liam, and Declan.

Faith Broderick, *Research Associate*
International Downtown Association
Washington, DC

Faith Broderick joined the IDA team in May 2016, beginning as an intern in the Research Department prior to becoming a Research Associate. Faith collaborates on in-house research initiatives involving both the urban place management industry and the downtown champions that comprise it. Faith is currently completing her Master's Degree from Georgetown University in Urban and Regional Planning, and holds a B.A. from Brandeis University in Waltham, MA in International Global Studies and Politics. Faith comes to IDA after interning at DC's start-up incubator 1776, where she worked on the Urban Innovation Coalition connecting agencies to startups to shape smarter cities.

International Downtown Association

The International Downtown Association is the premier organization for urban place professionals who are shaping and activating dynamic city center districts. Our members are downtown champions who bring urban centers to life, bridging the gap between the public and private sectors. We represent an industry of more than 2,500 place management organizations, employing 100,000 people throughout North America and growing rapidly around the world. Founded in 1954, IDA is a resource center for ideas and innovative best practices in urban place management. For more information, visit www.downtown.org.

Executive Summary:

Downtown Huntington Beach is an authentic downtown with a rich history and heritage, strong physical infrastructure and cultural assets, a tightly-knit enthusiastic community, and an attractive and growing market for private investment. Downtown Huntington Beach is strongly positioned to have a flourishing downtown; however, the downtown has been stymied by negative perceptions, competition from surrounding retail markets and neighboring beach communities. The Huntington Beach Downtown Business Improvement District is uniquely positioned to leverage the assets of Downtown Huntington Beach – making downtown an attractive place to live, work, play, visit, and experience for residents, retailers, business owners, tourists and the like.

The IDA Advisory Panel worked with the steering committee, having representatives from the city and BID, to conduct interviews with downtown and downtown adjacent stakeholders. The 55+ interviews, background research, and analysis of downtown documentation informed the IDA Advisory Panel of the problems facing downtown and the recommendations that the Downtown BID will need to follow moving forward.

The BID should create, with buy-in and participation from stakeholders, a vision statement to guide the work of the BID and strategically address the needs, concerns, and growth of downtown. This vision statement should clearly articulate the measure of success for the downtown and role of the BID organization. A strategic plan will then establish the goals and objectives the BID must engage in, while articulating the roles and responsibilities that BID board members, BID staff and city officials must engage in necessary to accomplish said goals.

The governance structure of the BID should be streamlined to create efficiencies regarding BID leadership terms and bylaw modifications, unencumbered by city constraints, and have clearly defined roles and responsibilities for the management of the Huntington Beach Downtown BID.

All BID programs, improvements and subsequent marketing efforts should promote and reiterate the BID's work on behalf of its constituents and stakeholders. Improvements must be tracked and incorporated in all messaging campaigns. All events should be in-line with the vision of the BID.

With current revenue of over half a million dollars, the BID has grown in size and capacity. Hiring professional staff with leadership capabilities of resetting the management and direction of the BID is imperative. The panel believes an interim CEO to serve as a turn-around manager is needed and the right candidate will be experienced in downtown issues and the urban place management industry.

To help achieve these goals, HBDBID should utilize programs offered through a complimentary 6-month membership with the International Downtown Association and a discounted conference rate for all Huntington Beach Staff.

The IDA Advisory Panel recommends the following steps be taken to address the current conditions the Huntington Beach Downtown Business Improvement District is facing.

Recommendations:

Immediate Recommendations (0-60 Days):

- Proceed with renewal of the existing BID and election of BID board to maintain current services for the next year. Convene a town hall meeting to share findings of IDA Advisory Panel and help establish immediate trust for subsequent community visioning with increased transparency
- In addition to backfilling existing vacant manager position who will be responsible for carrying on day to day operations, BID board and city staff should work with the IDA Advisory Panel to secure an interim CEO with specific downtown management experience. The interim CEO will serve as the organizations turnaround managerⁱ. Allocate up to \$100,000 for a one-year contract and empower the CEO to lead implementation of both the IDA Advisory Panel and the City Financial Commission recommendations as deemed appropriate. The position should be funded equally through BID and City resources and utilize a three to five person hiring committee with at least one representative from both the BID and the city
- Cancel the three-year term of Surf City Nights manager and change the contract to month-to-month allowing for future leadership flexibility
- Create a one-year BID workplan consisting of: continuing current services and events, board responsibilities, evaluating the Downtown Huntington Beach 2015-2016 Strategic Plan, establish policies to satisfy Brown Act

requirements, curating a social media and communications strategy, and establish a vision for Downtown Huntington Beach BID

Short Term Recommendations (30-120 Days):

- Review existing stakeholder' vision, master or community plans to align priorities with partner organizations and reflect on the political climate to bridge divides and marginalize negative attitudes
- Take Action (rather than call on the city to act): be hands on, nimble and quick to respond to issues affecting downtown. If the downtown will benefit from immediate, small and actionable adjustments, make them happen. Determine the specific improvements needed in the downtown to support the vision and serve the local businesses. (ex. Directory signage and wayfinding)
- Provide a goal statement and/or statement of purpose for each BID event and track all BID successes
- Develop and define the brand narrative, marketing, and communications strategy for HBDBID, inclusive of the vision for Downtown

In Parallel: Task Force Recommendations: (30 - 270 Days):

- Establish a Property Based Improvement District (PBID)
- Establish a Downtown Visioning Task Force (separate and distinct from the BID board) consisting of downtown businesses, property owners, hoteliers, and city to review current and alternative governance structures and organizational framework. The taskforce will review the recommendation to move forward with the formation of a PBID and make the necessary changes for downtown. As a nonpolitical entity, the taskforce, appointed by the City Manager, will be comprised of major property owners in downtown
- Create a Legacy Advisory Board for the PBID of long standing BID volunteers to ensure historical context and bridge political divides
- Develop a comprehensive business plan, organizational structure and long-term targets for capital resources needed to support a comprehensive vision of Downtown Huntington Beach to include current and future professional staff positions needed to implement a property based BID

General Impressions:

Downtown Huntington Beach is an authentic downtown with a rich history and heritage, strong physical infrastructure and cultural assets, a tightly-knit enthusiastic community, and an attractive and growing market for private investment. Downtown Huntington Beach is strongly positioned to have a flourishing downtown; however, the downtown has been stymied by negative perceptions, competition from surrounding retail markets and neighboring beach communities. The Huntington Beach Downtown Business Improvement District is uniquely positioned to leverage the assets of Downtown Huntington Beach – making downtown an attractive place to live, work, play, visit, and experience for residents, retailers, tourists and the like.

Huntington Beach is best known for its affiliation with surfing and beach culture, dubbing the title Surf City. The downtown brand is pervasive and rich in history – being the heart of surf city – Huntington Beach is an authentic, true to its cultural heritage downtown. The history of Huntington Beach dictates the present-day environment, attracting surfers and tourists in search of the beach, a laid-back lifestyle, and the panache that Downtown Huntington Beach offers.

The city itself is home to 200,000, but serves over 4 million tourists coming from outside of Orange County, CA. Huntington Beach is home to a tight-knit community, while being a destination for a global audience. Downtown has also become attractive to California residents living inland, outside of Huntington Beach. Huntington Beach is referred to by locals as being the “smallest big city” in America. The downtown is comprised of local retailers that are owned and operated by Huntington Beach residents. This tight-knit community is both a boon and a detriment to the management of downtown. Many retail establishments have been passed down through multiple generations, showing the investment and dedication that residents and retailers have for downtown. Conversely, long-time residents have become disenfranchised with downtown initiatives and are concerned that downtown initiatives are no longer serving their needs.

At the center of Downtown Huntington Beach is Main Street, which acts as the downtown’s spine. Main Street connects residents, community members, and tourists directly to the city’s pier and beach as well as connects to tertiary retail markets such as 5th and PCH and Pacific City. Main Street is a well-established retail corridor with wide clean sidewalks, fountains, benches and public amenities, parking facilities, and public restrooms. The Downtown is rich with assets outside of Main Street including close proximity to the ocean, a well-maintained pier, a growing hospitality industry and an influx in private investment.

Huntington Beach has experienced growth, attracting new tourists and community members to downtown while simultaneously providing people with the opportunity to spend their time and money in tertiary retail markets outside of the traditional downtown. The growth that downtown has attracted in recent years has produced nominal changes in downtown. This has caused residents and stakeholders to grow concerned that downtown is attracting an audience that is less invested in preserving the authenticity of Downtown Huntington Beach.

However, upon observations and interviews with downtown stakeholders, the panel detected misperceptions of downtown fueled by negative sentiments and misinformation regarding the downtown environment. For instance, popular rhetoric pointed to downtown being unsafe and that homelessness was a major issue, however, Huntington Beach has a crime rate that is 8% lower than the national average¹ and a homeless population that represents 0.14% of the city’s overall population².

Downtown Huntington Beach has enviable assets and strengths to support a flourishing, vibrant downtown experience. Certain impediments, such as disillusioned residents, retailers and insidious negativity surrounding downtown has made it difficult for Downtown Huntington Beach and the BID to capitalize on their inherent assets. The purpose of this report is to provide a framework that will provide the BID with a strategy forward – giving them the tools and tactics to lead and manage Huntington Beach in the most effective and productive way by strengthening the current BID and positioning them to leverage downtown’s assets and harness its growth while addressing the unique opportunities and challenges currently present.

¹ <http://www.areavibes.com/huntington+beach-ca/crime/>

² http://www.huntingtonbeachca.gov/government/boards_commissions/pdf-files/addressing-homelessness-in-huntingtonbeach-presentation.pdf

Vision and Strategy:

The BID should create, with buy-in and participation from stakeholders, a vision statement that guides the work of the BID and strategically addresses the needs, concerns, and growth of downtown. This vision statement should clearly establish the goals and objectives that the BID must engage in, while articulating the roles and responsibilities that BID Board Members, BID Staff and City Officials necessary to accomplish said goals.

Downtown Huntington Beach is uniquely positioned to offer the authentic “casual-cool Southern California surfing experience”. Stakeholder interviews revealed a collective frustration in the lack of leadership and cohesive strategy to address the unique challenges and opportunities present in Downtown Huntington Beach. One stakeholder stated: “The BID should be viewed as a value-add rather a cost of business.” This statement represents the call to action that many stakeholders seek. Without a clear plan of action, it will be difficult to engage stakeholders in a meaningful dialogue that results in shared outcomes. Stakeholders will be excited to participate in realizing the shared vision of a great downtown. This vision plan should answer the following questions:

- *What is our brand identity?*
- *Who is the target audience for downtown and specific events (i.e. residents, visitors or tourists) and their proportion?*
- *How will events generate sales for downtown merchants?*
- *Who must be engaged to minimize traffic disruption to merchants and residents?*
- *How can the BID connect new businesses to area residents?*
- *What new business opportunities can be created by this vision?*
- *What is the condition of infrastructure in the area?*
- *How do we communicate to the public and stakeholders?*
- *How can we work with local agencies in an effective manor?*
- *How can we best position the downtown to both react to and drive the future growth of Huntington Beach?*

The vision plan should clearly articulate roles and responsibilities. While Huntington Beach Downtown BID is the lead organization advocating for Downtown, the overall high-quality experience is achieved in partnership with public, private and non-profit stakeholders. In short, the BID should continuously ask itself: “Who can help us get this done?” No successful BID works in a silo. Limited resources necessitate strategic partnerships that yield measurable outcomes. Several case studies are provided in this report to illustrate the importance of adopting a community vision plan.

Recommendations:

Short Term:

- Proceed with renewal of the existing BID to maintain current services
- Convene a public meeting(s) to share findings of IDA Advisory Panel to help establish immediate trust for subsequent community visioning
- Utilize programs offered through complimentary 6-month membership to the International Downtown Association, such as IDEA Connection to share best practices with other BID members
- Consider city staff and BID staff and/or BID attendance at the upcoming IDA Annual Conference to network with other BID and economic development professionals
- Update BID website to communicate the purpose of the BID’s formation in a manner that communicates a positive vision for Downtown Huntington Beach

Long Term:

- Immediately re-evaluate the Downtown Huntington Beach 2015-2016 Strategic Plan to assess progress
- Review existing vision, master and community plans to align shared priorities with partner organizations and entities. Establish a long-range vision plan for Downtown Huntington Beach in a transparent manner that is informed by a broad community of stakeholders

Case Studies:

Hollywood, Florida:

The City of Hollywood is a beachfront community located in Broward County, Florida midway between Miami and Fort Lauderdale. Hollywood is approximately 30 square miles in size with a population of roughly 143,000 residents. Hollywood has seven miles of beach. The Hollywood Beach Broadwalk is a promenade that stretches nearly 2.5 miles along the Atlantic Ocean. Named one of America's Best Beach Boardwalks by Travel + Leisure magazine³, this brick-paved boardwalk hosts pedestrians, joggers, bicyclists, rollerbladers, and millions of tourists and residents every year. Hollywood Beach offers dozens of luxury hotels and condominiums.

The Hollywood Beach Community Redevelopment Agency (CRA) was created in 1997 and consists of 293 acres along the Atlantic Ocean. The Hollywood City Commission, the City's legislative body, also serves as the Board of Directors for the CRA. **The vision for the Hollywood Beach CRA is as follows:**

"It's 2027 and Hollywood Beach has evolved into a world-class coastal destination without losing its funky Florida beach town character. Our beautiful beach and historic Broadwalk are still the main attraction, and there are many fun and convenient ways to enjoy Hollywood's tropical maritime environment. A wide range of lodging options allows visitors to choose between small boutique hotels and larger resorts. Hollywood Beach is more pedestrian-friendly than ever and a catalogue of green transportation choices make it easy and safe to get around. Hollywood Beach's preserved natural resources have become a significant eco-tourism draw and have distinguished it from more built-out neighboring cities. Marine research and education has also grown into an important industry. The Intracoastal Waterway has matured into its own unique boating, dockside dining and recreational corridor. The historic Hollywood Beach Resort has been spectacularly restored to its original glory and the ramp system at A1A and Hollywood Boulevard has been redesigned to liberate the property's original grounds and provide easy access to the complex. A1A itself is newly reconstructed and functioning as the main street of the beach with wider sidewalks, buffered from traffic by landscaping which has been accommodated by undergrounding the overhead transmission lines. Hollywood Beach has resumed its historic role as the city's most iconic tourism district and its most important economic engine."

Like Huntington Beach, the City of Hollywood strives to provide a high-quality guest experience to visitors, while not allowing guests to negatively impact quality of life for its residents. Hollywood was experiencing new private development and consequently growing pains. Lack of parking due to beach visitor demand was a constant resident concern. With the arrival of a major resort, the parking problem and affordability would certainly be exacerbated. In September 2015, the City of Hollywood welcomed the new Margaritaville Beach Resort, which was the result of a public-private partnership.

In response to resident concerns about the availability of affordable parking on the city's beach, in early 2017, the Hollywood City Commission, adopted a discounted parking program for residents⁴. Beach visitors pay a 50% higher rate for parking.

The opening of the Margaritaville Beach Resort generated a secondary benefit. It motivated long time property owners and businesses to reposition themselves to take advantage of new market opportunities and visitors. Property owners rehabilitated building façades improvements. Local merchants upgraded their product offerings. The Hollywood Beach Community Redevelopment Agency provided financial assistance through its Façade Improvement Grants to assist property owners make these important upgrades.

Similar to the new developments at Pacific City in Huntington Beach, downtown businesses have an opportunity to take advantage of market growth and reposition themselves as the heart and soul of Huntington Beach. As the leading downtown champion, the BID's vision should encompass both mission and goals that leverage new market opportunities and enhance the downtown business environment as well as prioritize resident's quality of life. These goals should be articulated in the downtown's vision statement.

Reference Documents:

- [Hollywood Beach Master Plan](#)
- [Hollywood Beach Redevelopment Plan](#)
- [Hollywood Beach Redevelopment Plan Summary](#)
- [Hollywood Beach CRA Strategic Plan](#)
- [Hollywood Beach Capital Improvement Plan](#)

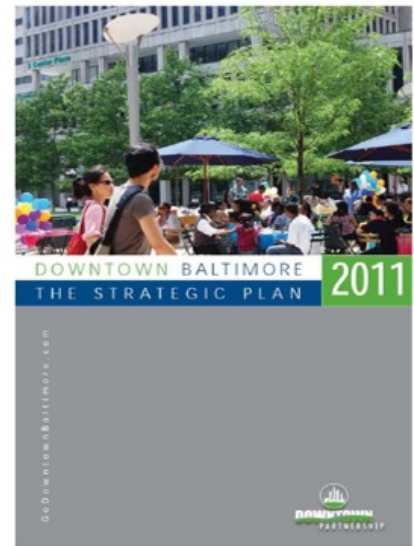
³ <http://www.travelandleisure.com/slideshows/americas-best-beach-boardwalks/4>

⁴ <http://www.hollywoodfl.org/1043/Resident-Parking-Rate>

Downtown Baltimore, Maryland:

Downtown Partnership of Baltimore, Inc. (DPOB), a 501c3 non-profit, oversees the Downtown Management Authority (DMA), Baltimore's oldest and largest business improvement district (BID). Its programs – including its uniformed operations teams of Downtown Baltimore Guides, Clean Sweep Ambassadors, and Park Stewards – make the 106-block DMA district more attractive, vibrant, and hospitable. Commercial property owners in the DMA fund these services through an annual surcharge of 22.39 cents per \$100 of assessed property value.

In the wake of the 2008 economic downturn, DPOB, authored its 2011 *Strategic Plan* to establish a road map for the long-term success of the area. One priority of the plan was to increase the residential population within downtown. Increasing the City's overall population was also a shared vision of then-Baltimore Mayor Stephanie Rawlings-Blake. To accomplish this task, the DPOB successfully partnered with the City of Baltimore to establish the High Performance Market Rate Rental Tax Credit to facilitate the adaptive re-use of underutilized commercial properties into multifamily rental properties. This collaborative economic development tool has yielded thousands of new residents and apartments and residents to Downtown Baltimore. Additionally, the BID measures and reports population trends in its annual State of Downtown Report, which is distributed to the public. Moreover, DPOB's programs and projects are executed with the clear goal of fulfilling the broad strategies outlined in its *Strategic Plan*.



Currently, the DPOB is guided by their vision statement:

“Downtown Baltimore will be the center of the Baltimore metropolitan region in all respects – business, residential, retail, tourism, education, medicine, and government. It will be a dense, mixed-use district with new residents who will continue to add vibrancy and attract retail, restaurants, and entertainment venues. The street-level experience will be dynamic, safe, and seamlessly positive -- from one end of Downtown to the other – and people will be drawn to our world-class harbor and our engaging and pleasant open spaces.”

Additionally, this vision is augmented with the establishment of guiding principles that are as follows:

- New residents are critical to generating activity, day and night, and to bringing life to older buildings.
- Downtown must offer superior quality of life on par with the best downtowns in the country.
- Downtown must remain the premier commercial center of the Region.
- Open spaces – of the highest quality and filled with activity – are economic catalysts.
- Downtown must create a transformative public space in the historic core.
- Improved physical connections must be made from areas of strength into the core of Downtown. Streetscaping and ground-level building spaces should activate every block and encourage pedestrians to explore.
- Downtown must be clean, inviting, and safe.
- A diverse economy and population are the backbone of future success.
- Future development and transportation decisions must focus on sustainability.
- Urban design shall embrace modernity, while respecting historic buildings when feasible.

Like the DPOB, the Huntington Beach Downtown Business Improvement District should work alongside the city to address growing concerns facing downtown, whether it be crime, safety, homelessness, cleanliness, economic development, etc. Having a shared vision and partnership with the city will grant the BID the authority to execute the strategies needed to accomplish downtown and city-wide goals.

Reference Documents:

- [2011 Strategic Plan](#)
- [Media Coverage](#)

Downtown Orlando, Florida:

Downtown Orlando is led by its Downtown Development Board (DDB) whose mission is to strengthen the role of Downtown Orlando as the economic, governmental and cultural center of Central Florida. The DDB is responsible for the planning, implementation and administration of the City's core area redevelopment and development program. The agency was created by a special act of the Florida legislature in 1971 and is charged with the revitalization of the City's downtown. The agency is led by a five-member board, which meets monthly to ensure projects and initiatives are implemented within the 1,000-acre boundary.

DDB's *Downtown Outlook Plan* and *Downtown Vision Plan* provide a clear roadmap for achieving and maintaining vibrancy in downtown. Major expenses are tied to specific strategies as specified in the documents. Additionally, the plans identify the specific roles of the agency and its partners. The clear definition of the role of downtown to the regional economy has yielded substantial accomplishments including a commuter rail system jointly funded by seven counties, an entertainment center, soccer stadium and a performing arts center. In 2014, DDB led a bold visioning process called *Project DTO* with community stakeholders to establish the long-term identity of the City's core. The vision plan focused on the following themes:

- An Awesome Outdoor City
- Highly Connected Neighborhoods and Districts
- The Best Education in Florida
- A Great Place for Business
- A Creator Culture
- An Iconic Visual Identity
- Stellar Music, Arts, Sports and Entertainment
- A Community that Takes Care of its Own
- Celebrate our Diverse Culture and Heritage
- A City Built for the Future



Of relevance to the community of Huntington Beach is the City of Orlando's recent efforts to address its nighttime economy, which is driven by an abundance of bars and nightclubs within the City's core office district. Like the DDB's *Downtown Outlook Plan* and *Downtown Vision Plan*, the Huntington Beach *Downtown Business Improvement District*, being the authority on downtown, has the opportunity to craft and articulate a long-range strategic plan and vision for downtown, emphasizing enhancing vibrancy, harnessing the nighttime economy, cleanliness of downtown, and other key components for maintaining downtown.

Reference Documents:

- [Project DTO](#)
- [Downtown Outlook](#)
- [Downtown Nightclubs Task Force Presentation](#)

Governance and Leadership:

Governance:

The governance structure of the BID should be streamlined to create efficiencies regarding BID terms and bylaw modifications, unencumbered by city constraints, and have clearly defined roles and responsibilities for the management of Downtown Huntington Beach.

The current Downtown BID Governance model has become ineffective. The organization has not grown with the community. While Downtown Huntington Beach is an asset with immense historical capital, the area around the Downtown has surpassed Downtown's sophistication. Key players are not at the table, such as downtown property owners and there is significant apathy amongst business owners. Downtown Huntington Beach should consider a Property Based Business Improvement District (PBID) that ensures longer term stability, true leadership on both a Board and Staff level and enough funds to create meaningful programs and support the City's clean and safe efforts.

BID Term:

Because the BID has to be renewed every year, the staff and Board of the BID, as well as City Staff, spend an inordinate amount of time on the process. Annual renewals are generally not considered best practice in the industry, as the urban place management organization cannot focus on long term goals and objectives when the life span of the BID is 12 months or less. This creates an environment of short term wins and never gives the organization the ability to focus on deep seated problems.

Bylaws:

The BID in Downtown Huntington Beach has bylaws that are not specific to the organization, but are instead generic bylaws too cumbersome for the organization. Requiring a 51% positive vote by the entire membership for a bylaw modification, for example, is overly burdensome.

Relationship Between the City and the BID:

Due to increased political pressures, the city has become very entrenched with the BID. There are good reasons for the city to be concerned about the BID, specifically with administration and leadership. However, the city must sever its restraints on the BID to allow it to progress through the next year. For example, the Brown Act should be applied in a manner that ensures transparency, while still allowing the BID to function. Simplifying the process and taking examples from other communities (see appendix) will address this issue.

The City Attorney cannot be the attorney that represents the BID. The BID must have its own representation, as it has a 501c6 status, and is therefore independent from the organization. Similarly, the BID and city must understand who indemnifies whom when the BID holds special events or manages city assets. Again, it is with great caution that this issue should be addressed to not overburden the BID with bureaucracy, but to ensure both parties are equally protected.

Services Agreement with the City:

The BID and city must have a defined contractual agreement clearly outlining the roles and responsibilities of the BID organization and the city. This is crucial for the BID to be successful. Currently there are agreements only for specific tasks, but not for the organization as a whole.

Leadership:

BID leadership should be clearly defined. Roles, responsibilities, and reporting duties should be universally understood and should be organized in such a way that empowers members of the staff and the board, while creating organizational efficiencies.

The Downtown BID struggles with conflicting priorities, divided leadership, outside relentless gadflies, and city interventions. This scenario creates an atmosphere of distrust and chaos, continually undermining the organization and its leaders. In addition, due to the political climate and other organizational challenges, the BID has been unable to attract and retain fresh, new and invested leadership resulting in claims of nepotism.

BID Board v. Staff:

There is no clear distinction of the role of a board member and that of a staff member. Roles and responsibilities need to be clearly defined. The staff has no authority to implement programs, yet the board is clearly divided along

political lines resulting no room for positive discourse and direction. Therefore, the roles of board members and staff members must be clearly defined and authority must be articulated. The organization's vision, work and budget for the upcoming year must be adopted by the board and the staff must be enabled and empowered to implement those policies. Amongst staff, the chain of command should be linear and reporting and delegating should be consistent with roles and responsibilities.

Developing Leadership:

The organization must develop leadership and inclusion of more stakeholders to avoid claims of nepotism, but more importantly, to widen the conversation and the influence of the BID. Downtown property owners, hoteliers, and a broader base of downtown businesses must be engaged to re-imagine the downtown organization. This work will be challenging, and will take leaders from all sides to positively frame the conversation. There is good reason for optimism, and that needs to be shared with the broader stakeholder community to get them enthusiastic about participating. Encouraging more dialogue with a wider base will only make achieving optimistic outcomes more tangible.

Staff Leadership:

Addressed in another section of this report is the need for new, qualified leadership. While an interim executive is what is needed for the short term, it is also imperative that the organization grows into a key leadership role to support and protect the Downtown at every level. Divided staff leadership is a fundamental flaw in the organization, and one that needs to be addressed on both a short-term and long-term basis. Currently your two key managers do not have equal footing, have been successful in fueling the political divide, and have inconsistent levels of authority with one manager being questioned at every turn and the other with absolute autonomy.

Recommendations:

Short Term Recommendations:

- Renew the BID for one year with very defined and specific obligations
- Conduct Board Elections with very clear roles and responsibilities for the Board/staff
- Establish policies and procedures for Board members and staff in conjunction with the City to satisfy Brown Act requirements while allowing work to proceed.
- Cancel the three-year term of your Surf City Nights producer and put her on a month to month contract to allow for future leadership flexibility
- Establish a Downtown Task Force (separate from BID) to review current and alternative governance structures, such as a Property Based Improvement District (PBID) and organizational framework consisting of Downtown businesses, property owners, hoteliers, and City
- Reflect on the political climate, make efforts to bridge divides and marginalize negative people and attitudes.

Long Term Recommendations:

- Establish a Property Based Improvement District (PBID)
- Create a Legacy Advisory Board for the new PBID of long standing BID volunteers to ensure historical context and bridge political divides
- Hire a professional staff
- Consider restructuring current bylaws to be specific for Huntington Beach and provide more flexibility and efficiency

Program Priorities:

Marketing:

All improvements and subsequent marketing efforts should promote and reiterate the BIDs work to stakeholders. Improvements must be tracked and incorporated in all messaging campaigns. All events should be in-line with the vision of the BID.

Marketing is a way to influence people to change their behaviors. Branding is a way to capitalize on the strengths of a place and gradually change perceptions. Put another way, branding is what people say about you when you aren't there and marketing is what you do about it. Both Huntington Beach and the BID are lacking a clear vision and voice for the place. The brand of downtown is currently not where it needs to be. All improvements in downtown including signage, lighting, cleanliness, and safety will all help repair the brand. Marketing will communicate the successes in a strategic way.

Groups often begin with the tactics first (like creating a weekly event) instead of understanding the objectives and investigating strategic options for reaching those objectives. "We need Surf City Nights" or "Let's do an Art Walk" are the results of starting with tactics first. "We need a newsletter" for instance, isn't one of the organizations objectives it is a product or tactic. If the objective is to better communicate the activities and value of the BID, you must first consider your audience to determine whether a newsletter or a social media program will be more effective.

Before any marketing tactics and strategies can be determined, we must begin with who we are addressing. The BID should identify and define their target audience(s), determine where they get their information, who they listen to, where they live, what their discretionary income is, etc. For example, if the people you need to reach are residents, the objective may be to get them downtown more often. The strategy may be a weekly Tuesday night event, the tactics are the marketing tools used (social media/newsletters) and the results are tracking attendance of the specific target market. However, currently the BID is producing a highly attended weekly event without knowing what the desired outcome is and if the event is achieving that goal.

Who are you communicating with and how are you communicating with them? The BID should consider implementing an engagement model called POSTR (see Appendix):

- People
- Objectives
- Strategies
- Tactics
- Results

When launching a POSTR assessment, adequate time needs to be dedicated to identifying the audience. The Downtown Tempe Authority defined the target audience and took time to get to know them and their habits. It is important to know if you already have an engaged group without having to market directly towards them. You need to engage the people that you want to become customers who may not be currently. Understanding your audience and who within your audience is already engaged or needs to be engaged will help you identify the PEOPLE in your POSTR analysis. After you have defined who you need to be addressing and what your objectives are for reaching those people, you will have a clearer idea of what you need to do from a marketing perspective.

Events:

Events are strategies to reach objectives. The event schedule and type are dictated by identifying your target audience, their needs, habits, and unfulfilled desires. Each event produced by the BID should have a purpose that is in accordance with the stated objectives, vision, mission and goals of the BID.

Events have become a method for connecting people to downtown. Often downtown organizations find events are easily understood and rationalized by stakeholders, *if we hold a monthly art walk, people will come downtown and eat at our restaurants.* The problem is often (as mentioned above) this engages stakeholders in a conversation that does not address the root of the issue or the BIDs objective. Are there other reasons people aren't coming to restaurants? How is the walkability to the various art walk destinations? Is there enough of a cultural presence? Who are we attracting? Is our target audience interested in art? Is our target audience looking for an event like this?

Events have to start with the people and then move into the objectives that are trying to be met. Once that is established, the entire event calendar should be reviewed to best meet the needs of the community throughout different times of year.

Additionally, events should have defined goals or outcomes before they ever begin. Some events are conceived simply to raise funds so the revenue can be used for other BID programming. Some events are focused on the local customer in an attempt to emotionally connect them to a place (holiday parades, tree lighting ceremonies, etc.). Other events are intended to change perceptions of a place or introduce new assets to the community. Regardless of the purpose, it must be understood by all and communicated clearly. If an event is a moneymaker that creates funding for other amenities, then it doesn't necessarily have to utilize local merchants. If it is intended to bring business to the merchants, then outside vendors would be counterproductive. The stated purpose for each event (or type of event) must be clearly articulated to stakeholder groups to gain buy-in and support as well as be transparent of the events purpose.

Finally, it is crucial that all event successes are documented. What is the actual attendance, where are the attendees coming from, how many are having dinner in downtown, how many are staying in hotels, etc. These metrics tell the story of the economic impact of an event and create a value proposition. Fiscally, if an event is successful, then the net revenue needs to have a plan as well.

Social Media:

Social Media is a tactic to help reach objectives. Understanding your objectives and online strategy, it will be more apparent when and how you should respond to criticisms online and when it should be taken offline. Ultimately a social media strategy will be a tactic for a well thought out marketing campaign. It is conceivable that the negative rants on social media may not be as relevant as you believe them to be. If the people you are trying to reach are residents at large and they aren't on the forums that are cluttered with the negative comments, then there may be less damage control than currently assumed.

Newsletters and Outreach:

Newsletters and magazine ads are also tactics.

Currently the marketing efforts appear to be haphazard without a connection to an overarching objective. The marketing efforts are geared toward events only, rather than any general plan to engage with the downtown. Most notably the visual design of all marketing appears haphazard and does not convey a unified brand identity for the downtown or the BID. It's not clear whether advertising efforts currently are geared toward residents, visitors, or simply appeasing merchants. It is also not clear if current marketing campaigns have a combined objective.

When looking at the newsletters, there is no sense as to who they are geared towards. Are they a tool to communicate with your stakeholders or are they going to members of the public who opt in wanting information about downtown? The newsletters have too much visual stimulation and any reader will get ad fatigue quickly. In an attempt to include every merchant's special and promotion, the information overload is likely making it so that nothing is actually seen. The strategy of the newsletters needs to be revisited, after considering who the PEOPLE are that should be receiving them. Most likely, there is a need for multiple newsletters – one for merchants that engages them with the BID successes and relevant infrastructure information, another for the public, and possibly another for the board and city leadership.

Nighttime Economy:

The nighttime economy has fueled a negative perception of downtown. This impacts all downtown and downtown adjacent stakeholders. To solve this problem, the BID cannot work in a silo, but rather forge partnerships that work towards solutions in an efficient, focused manner.

It was repeatedly mentioned that the nighttime economy is problematic. There has been a degradation of offerings to the public over the past few years. A handful of the merchants have placed their efforts into quick cash gains. Happy hours, specials, discounts, coupons have become commonplace, which has devalued the proposition of enjoying an evening in downtown Huntington Beach. There needs to be an effort to engage the community around the issue of the nighttime economy and to work toward becoming a "Sociable City".

It would be highly beneficial for the downtown stakeholders to engage with the Responsible Hospitality Institute (RHI: <http://www.rhiweb.org/>) which is at the forefront of delivering more sociable cities and the economic benefits associated with a vibrant nighttime economy. Many downtown organizations have found clarity around this issue, as well as buy-in from nighttime businesses, residents and leadership, when this type of analysis takes place.

Organizations like RHI will spend time in downtown, engaging the businesses, city leadership, PD, public works, residents and the BID. They will look holistically at the function of the nighttime economy and the value it brings while considering ways to mitigate the negative outcomes. When the community comes together on an issue such as this, very creative solutions are usually found. Solutions have ranged from creative taxi plans, extended food establishment hours, staggered bar closing, resident committees, bar staff trainings and new walkability solutions.

If there is not the desire to work with a group like RHI, the BID must convene a group of stakeholders that can truly assess this problem and find solutions. Bring together PD, public works, a few close (proximity) residents, hoteliers, daytime businesses, etc. and focus solely on this issue and the factual realities of the current nighttime economy. The conversations can't move to homelessness or professionalism of the organization or any other topic, but must stay grounded in this topic. Similarly, any strategy that is introduced must be driven directly at the issues presented by the nighttime economy.

Get Stuff Done:

The BID must be much more action oriented and proactive in enhancing downtown. Within the BID's vision and stated objectives, the BID should be nimble and quickly when providing solutions for downtown.

Overwhelmingly we heard from stakeholders that the BID, and subsequently Downtown suffers from paralysis. The BID leadership is fearful of getting their hands slapped so they are dotting I's and crossing T's to an extreme. However, there are often situations that call for staff to simply take action. If weed abatement needs to happen, have the cleaning team do it. If power washing needs to happen, don't overly concern yourselves with the line between public and private property. If garbage cans need to be moved, move them. If flower arrangements need to be repaired, repair them. Of course, all of these take resources and we recognize that those are limited. But, when situations arise where action can be taken, start "getting stuff done" rather than asking for permission and waiting for the response. Again, these actions must be taken for the betterment of downtown and the advancement of stated BID objectives.

Review Parking Rates:

Typically, the rates on the street should be higher than the rates in garages. Meter spaces should have a higher turnover, encouraging people to go into garages when they are staying for a longer duration. This is currently within the control of the city and could be changed quickly.

Documentation:

The purpose and value of the BID cannot be taken for granted. Because of this, the BID must account for every interaction and action that serves the downtown. Data tells the story of the BID to stakeholders, while internally informs and keep the BID accountable. Documentation of BID actions are the results that guide next steps.

Document EVERYTHING. Every hour spent cleaning, every pound of garbage, every piece of graffiti removed, every attendee at an event, every follower on social media, every interaction with a guest through the ambassadors, EVERYTHING.

This is a story that can be told weekly, monthly and annually. Each week there should be documentation of everything from business referrals to homeless interactions. Documentation should include services that are being performed by the BID as well as "State of Downtown" type occurrences. For example, the number of bar fights should be documented and recorded to establish a baseline where future reports can demonstrate a change. Other State of Downtown documentation can include square footage of office space, number of parking spots, and more.

Monthly reports can be an incredible tool for telling the success story of downtown to key stakeholders and city leadership. An annual report provides a measurement that can be shared with the community at large and demonstrates achievements of goals and moving of the baseline. Things that can be documented include:

- Positive interactions of your ambassadors with public
- Number of restaurant referrals from ambassadors

- Number of merchant interactions with ambassadors
- Number of brochures distributed
- Social service referrals
- Cleanings
- Plantings
- Attendance at events
- Parking revenue
- Parking stalls
- Sales tax
- Property tax
- Residents
- Bed tax
- Hotel rooms
- Net gain in businesses
- Number of employees in downtown
- Quantity of garbage removed
- Number of outdoor patios
- Number of event days (total – not just produced by BID)
- Social media interactions
- Website views
- Number of infrastructure fixes by the city at the request of the BID

Truly it is endless the types of things that can and should be documented. This type of reporting justifies the existence of the BID and the return on investment for the city and the assessment payers.

Recommendations:

Short-term Recommendations:

- Develop and define the brand narrative for Downtown Huntington Beach, inclusive of the BID's vision for Downtown
- Determine the improvements that need to be actualized in downtown that will support the vision and enhance the brand of the BID
- Implement a POSTR engagement strategy - consider your audience's location, proximity to downtown, relationship to downtown, discretionary income, etc.
- Curate a social media strategy and implement guidelines for posting, responding, and engaging
- Work with an organization like RHI or a refined stakeholder group focused solely on the nighttime economy
- Take Action (rather than call on the city to act): A term of art in the place management industry is, "Get Sh*t done". It calls for place management professionals to be nimble and quick to respond to issues affecting downtown. If the downtown will benefit from immediate, small and actionable adjustments, make them
- Reformat weekly newsletters and develop separate communication strategies for business owners, the general public and possibly the board and city leadership

Long-term Recommendations:

- Develop a method of recording and tracking all BID successes (pedestrian traffic during BID events, pounds of trash collected, etc.)
- Develop a marketing strategy that is in line with your target audience
- Provide a vision statement and/or statement of purpose for each BID event – every event should help accomplish BID goals
- Define the purpose and intent for newsletter and magazine ads and readjust current advertising habits if they are not in-line with the BIDs objective

Organizational Management:

With a current revenue of over half a million dollars, the BID has grown in size and capacity. Having leadership capable of resetting the management and direction of the BID is imperative. The right turn-around candidate will be experienced in downtown issues and the urban place management industry.

The Huntington Beach Downtown Business Improvement District, like many non-profit organizations, has evolved to become a much more comprehensive and sizeable entity than the volunteer leaders, staff, and business owners anticipated for and now realize. Through the years very dedicated individuals have contributed their time, passion, and energy to consistently improve the downtown area and the IDA Advisory Panel applauds the work of everyone who has contributed in making Downtown Huntington Beach the wonderful, authentic coastal community it is today. However, as the organization, the downtown, and the complexities of downtown have grown – so to must the expectations and management of the BID.

Like many growing and largely volunteer led organizations, the Huntington Beach BID suffers from disjointed efforts, focusing specific efforts on individual programmatic areas without recognizing the greater whole of the entire BID organization. This has manifested in lacking a unified vision for the organization, having unclear roles and responsibility for staff and board, lack of targeted programming aimed at improving identified local business owner’s concerns, brand confusion, and night-time economy challenges. This overall lack of coordination and fractured approach is jeopardizing the long-term success of the city as a whole.

Ultimately, the BID suffers from the absence of a single downtown leader whose sole focus is the sustainable growth of the BID to better serve the business owners, improve the overall downtown, and bridge the gaps between the public, private, and community sectors.

The BID has been operating through individual program silos with separate leadership, staffing, and financial reporting. This must be remedied by aligning all activities within a single organizational structure, with consolidated financials and professional urban district management/leadership.

Scope of BID:

Today the Huntington Beach BID is roughly a **\$620,000** organization operating with three staff and a nine-member board of directors. Historically, the organization was reported to be and appeared much smaller. Due to this reporting and understanding, the perception of the BID’s capabilities was not clearly articulated. However, the panels’ initial examination estimates the total annual resources based on upon the following sources:

BID Assessments, Program and Event Revenue (excluding Surf City Nights)	\$170,000 approx.
Surf City Nights Revenue (Fees and Sponsorships)	\$295,000 approx.
City Maintenance Contract (Malco)	<u>\$154,000 approx.</u>
Total Revenue	\$619,000 approx.

The Huntington Beach BID has sustained business opportunity powered by three primary revenue sources which are both reliable and robust. This diversified income approach is consistent with BID’s worldwide and additional income opportunities including enhanced sponsorship, advertising, parking, and special project funding can help grow the organizations effectiveness even further.

Skilled Management of BID:

The Panel believes through skilled management the Huntington Beach BID can evolve to become a high performing organization. Skilled management is needed to aggregate all the BID activities, leverage the total revenue, and strategically deploy resources to meet the needs of individual program areas and the greater goals of the organization as a whole. An example of this integrated performance approach was discussed on site as follows:

“Surf City Nights is a highly successful program that delivers a high-quality visitor experience for people of all ages while generating significant net revenue or profit. While the event may not drive increased customers to a salon or business service in the downtown district, the proceeds from the event can be used to increase marketing, communications, or provide other strategic business improvements for the area throughout the year. The key is having a clear focus on how the additional resources will be invested and communicating with the BID stakeholders how the resources are being deployed.”

The panel spoke with a number of stakeholders, examined the findings of the recent Huntington Beach Finance Commission and evaluated the current positioning of the Huntington Beach BID overall. The panel believes a turnaround manager is needed to effectively “hit the reset button”. This individual, serving as the interim CEO, will be responsible for leading the organization through a significant transitional period and as such must come from outside the community to assure objectivity and eliminate any perceived bias by all stakeholders. A turnaround manager, by definition, will be required to make tough and potentially unpopular decisions which are in the overall best and long-term interest of organization rather than a single person or stakeholder group. She or he must be empowered to make unencumbered day to day management decisions while simultaneously facilitating the BID board, constituents, and partners through a rebuilding effort as described earlier in this report as well as incorporate the recommendations laid out by the Huntington Beach Finance Commission.

The IDA panel is convinced the Huntington Beach downtown businesses, the City of Huntington Beach, the local business community, the commercial property owners, and the residents need a thriving business improvement district. The area is at a pivotal moment in its evolution experiencing significant recent investments (\$5 Billion), a robust tourism and nighttime economy, and benefiting from world class assets which can all be leveraged to deliver an authentic coastal downtown experience. The tools are available through the BID to make Downtown Huntington Beach the extraordinary place we know it already is, provided the will exists within the community to set aside individual agendas and let go of personal perceptions.

Keep it simple:

1. The Huntington Beach BID Board of Directors develops a unified vision fully informed by the downtown businesses and customers.
2. Hire an experienced downtown CEO to lead the day to day operations of the BID
3. Develop strong partner relationships with the City of Huntington Beach and area stakeholder organizations

Organizational Recommendations:

Short-term Recommendations:

- Secure an Interim CEO with specific downtown management experience who will serve as the organizations turnaround manager (see Appendix: Job Description)
- Work with the IDA Advisory Panel to write a job posting and determine the necessary characteristics for a turnaround manager
- Empower the CEO to lead implementation of the both the IDA Panel Recommendations and the City Financial Commission recommendations as deemed appropriate
- Allocate up to \$100,000 for a one-year contract and empower the CEO to lead implementation of both the IDA Advisory Panel and the City Financial Commission recommendations as deemed appropriate. The position should be funded equally through BID and City resources and utilize a three to five person hiring committee with at least one representative from both the BID and the city

Long-term Recommendations:

- Based upon the existing (consolidated) financial statement and consistent with pursuit of a property based BID, develop long term targets for capital resources needed to support a comprehensive vision of Downtown Huntington Beach
- Develop a comprehensive business plan and organizational structure to include current and future staff positions needed to implement the long-term vision

TEMPLATE Downtown USA, Inc. seeks President/CEO

Downtown USA, Inc. is seeking a President/CEO to lead all functions of the organization, including the urban environment, downtown development, public policy and advocacy, marketing, membership and philanthropy. With a metro population of 200,000, Downtown USA has the largest surfing community and is ranked 6th in America's leading metros for the "creative class," making a vibrant downtown to support workforce recruitment critical to the area's economic development. With more than 60 founding members and a new five-year renewal, the new President/CEO will benefit from strong community support, powerful existing momentum and the freedom of building a strategy from the ground up while working with an engaged and educated board.

LEADERSHIP AND ORGANIZATIONAL PROFILE

Downtown USA, Inc. is in its second renewal with oversight from the Downtown Task Force which supports downtown development efforts. The organization receives support through three funding streams, which support downtown improvements.

MISSION STATEMENT

Downtown USA, Inc. is committed to creating a vibrant, diverse and economically sustainable downtown USA.

VISION STATEMENT

Downtown USA, Inc. will be the economic engine and champion for a vibrant downtown USA. Its members will represent all stakeholder groups, including downtown property owners, business owners, tourist attractions, business organizations, advocacy groups, neighborhood associations and residents from throughout the city.

ORGANIZATIONAL DUTIES AND RESPONSIBILITIES

The President/CEO will establish strategic direction for the organization in partnership with Downtown USA, Inc. and the Downtown Task Force as well as any key stakeholders in accordance with the organization's mission. The President/CEO will oversee day-to-day operations, assure fiscal responsibility in the funding and financial management of the organization, and protect the assets of the organization. This individual will be the liaison to the board of directors, mayor's office, city council and other key stakeholders. The President/CEO will work in collaborative partnership with government officials, developers, community and business leaders, residents and all downtown stakeholders to enhance the vitality of downtown.

QUALIFICATIONS

The candidate will be expected to have advanced skills and expertise in the following areas: Urban Visioning, Downtown Development, Advocacy, Communications & Public Relations, Marketing and Sales, Fundraising, Personnel Management, Financial Management, Board Management, Downtown Management Services and Government Relations. A comprehensive list of skills, attributes, and qualifications is listed below. *[Note that not all qualifications are necessary to dutifully take on the responsibilities of interim CEO.]*

EDUCATION & COMPENSATION

Bachelor's degree in planning, real estate, the social sciences, architecture or public administration, and 5-8 years of experience in city planning or economic development of which four years must be in a supervisory or consulting capacity; or an equivalent combination of training and experience. Salary will be competitive and commensurate with experience and qualifications in the range of \$100,000-\$150,000 per year with benefits.

For detailed qualifications and job description or to apply: www.downtownusainc.org.

Huntington Beach Downtown Business Improvement District
PRESIDENT/CEO DETAILED QUALIFICATIONS, SKILLS AND EXPERTISE

URBAN VISIONING

- Demonstrated experience as a visionary – the ability to see beyond today.
- Demonstrated creative drive – the ability to identify new solutions and “think outside the box.”
- Ability to develop and implement downtown visioning plans.
- Knowledge of Downtown and community central core development issues to include: community building, neighborhood engagement, transportation oriented development, housing development, and open space/public realm integration.
- Knowledge of the principles and practices of urban planning to include: design guidelines, zoning, historic preservation and housing.
- Knowledge of the principles required to create urban “life, activity, and sustainable vitality.”
- Proven ability developing and monitoring local, state and federal legislation, programs and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of the same.
- Demonstrated ability to coordinate and communicate organizational positions on local, state and federal issues; ability to facilitate personal contacts between executives and internal and external stakeholders with executive members of local and state governments.
- Proven ability to work with internal stakeholders to identify and solicit government funding opportunities. Demonstrated ability to direct the development of successful government proposals.
- Sense of architectural design and aesthetics. Proven ability to recognize and pursue opportunities regardless of available resources.
- Intrinsically motivated to develop and implement new ideas.
- Ability to communicate and “sell” new ideas to a diverse stakeholder groups.
- Proven ability to move ideas from concept to implementation

DOWNTOWN DEVELOPMENT

- Strong downtown development credentials with both private sector and government real estate and finance.
- Experience working in collaboration with local and regional economic development organizations.
- Experience in packaging deals with prospective investors, developers and business owners.
- Familiarity with local, state and federal funding resources (tax incentives, etc.) available for “deal making.”
- Knowledge of, and experience in, leading successful downtown development initiatives.
- Expertise in crafting public/private partnerships.
- Strong understanding of urban design principles as they relate to central business district characteristics.
- Ability to manage projects in a manner consistent with stated objectives.
- Ability to prepare and make comprehensive presentations.
- Ability to research and answer complex questions.
- History and proven track record of influencing diverse organizational stakeholders with regard to coordinated strategic planning, branding, and unified tactical implementation.

ADVOCACY

- Experience as a downtown advocate. Proven track record of marshaling resources and managing complex partnerships to focus on Downtown issues, projects and initiatives.
- Ability to establish and maintain effective working relationships with stakeholders, colleagues, subordinates, city officials, officials from other governmental and private organizations and the general public.
- Must be experienced in organizational development and have demonstrated the ability to win the trust and confidence of diverse stakeholders, constituencies and public and private collaborative organizations.
- An action oriented, “get it done” urban development professional with a passion for change and a willingness to think radically.
- The ideal candidate will possess a demonstrated record of performance leading change.
- Understanding of issues confronting downtown business and property owners, residents, public agencies and community organizations.

- Ability to work closely and effectively with both public and private sector individuals and organizations including: business owners, developers, residents, investors, government officials and related economic development, promotion and capacity building organizations.
- Expert listener.
- Proven political skills.

COMMUNICATION AND PUBLIC RELATIONS

- Strong written and verbal communication skills, including public speaking.
- Experience selling concepts and generating the excitement necessary to propel successful accomplishments.
- Ability to express ideas effectively orally and in writing.
- Experience serving as the organization's chief spokesperson.
- Experience developing and implementing an effective, centralized public relations program.
- Knowledge of public information and community relations concepts, principles, methodology and techniques.
- Proven media relations and issues management experience.
- Ability to develop, implement and evaluate public opinion surveys and related data collection vehicles.
- Knowledge of current and emerging public relations issues and trends applicable to the Downtown environment.

MARKETING AND SALES

- Demonstrated ability to conceptualize, design, implements and evaluate a fully integrated strategic marketing program.
- Able to proactively position the Downtown as a premier destination – **create and sell the vision**.
- Proven experience developing research-based programs that address image and brand awareness in a competitive global market.
- Familiar with the history of the city and be able to articulate the Downtown's vision as a center of commerce, culture and entertainment.

FUND RAISING

- Experience in private, public and non-profit sector fund raising.
- Ability to develop high-potential relationships with large corporations and other major potential funders/donors.

PERSONNEL MANAGEMENT

- Ability to coordinate and evaluate the work of a professional staff.
- Ability to supervise and manage both a professional and administrative staff.
- Ability to develop long-term plans and programs and to evaluate work accomplishments.
- Ability to analyze facts, exercise sound judgment and arrive at valid conclusions.
- Ability to plan, direct and coordinate development programs and initiatives.
- Ability to communicate ideas clearly and concisely, verbally and in writing.

FINANCIAL MANAGEMENT

- Considerable knowledge concerning the principles of public administration and public finance.
- Experience identifying alternative sources of funding.
- Strong understanding of urban real estate development, including finance.
- Strong understanding of municipal finance, public incentive programs and capital investment budgeting.
- Budget preparation, fiscal management and analysis.
- Ability to develop and control operating budgets. Skill in budget preparation and fiscal management.
- Knowledge of financial/ business analysis techniques.

BOARD MANAGEMENT

- Ability to work closely and effectively with a board of directors and its executive committee and officers.
- Ability to communicate with the board of directors.

DOWNTOWN MANAGEMENT SERVICES

- Proven ability managing Downtown clean and safe, public safety, parking, hospitality, social service outreach, landscaping (beautification) and technology integration.
- Proven experience involving “Way Finding” initiatives and the management of vehicular, pedestrian and cyclist traffic in Downtown/urban areas.
- Understanding of Downtown event, venue and place planning and utilization.

GOVERNMENT RELATIONS

- Proven ability developing and monitoring local, state and federal legislation, programs and proposals; demonstrated experience assessing potential implications and/or organizational opportunities of same.
- Demonstrated ability to coordinate and communicate organizational positions on local, state and federal issues; ability to facilitate personal contacts between executives and internal and external stakeholders with executive members of local government and state government.
- Ability to establish and maintain effective working relationships with civic leaders, city officials and the general public.

PERSONAL

The candidate should possess the following leadership competencies:

- **Managing People and Performance** –Manages people to help them achieve full potential and to attain exceptional individual and team performance.
- **Leading and Directing** – Inspires and leads through clear vision and directions, organizing and enabling resources and making critical decisions.
- **Managing and Leveraging Relationships** – Invest in relationships to successfully influence and build shared goals and achieve optimal organizational solutions and results.
- **Communication and Presenting** – Shares ideas and information across diverse audiences and entities to drive organizational performance and effectiveness.
- **Strategic Thinking** – Attuned to changing dynamics facing the organization; leverages sharp organizational acumen to develop opportunities and strategies for organizational success.
- **Analyzing and DecBSPng/Problem Solving** – Makes sound rational decisions by thoroughly analyzing all aspects of a problem or issue.
- **Planning and Organizing** – Plans and organizes detailed course of action that ensures successful accomplishment of organizational initiatives and objectives.
- **Executing for Results** – Drives performance through expert management and execution of organizational plans and activities.
- **Fostering Innovation and Change** – Embraces and promotes innovation and change as a way to enhance personal, team and organizational effectiveness.
- **Maintaining Self Awareness and Impact** – Maintains objectivity about own self; manages impact of self on others, and actively learns from experience to maximize positive impact.
- **Achievement Focus** – Strive to reach challenging work and career goals.
- **Adapting to Change and Stress** – Adapts and responds well to change; manages pressure effectively and copes well with setbacks.
- **Upholding Standards** – Consistently adheres to and upholds clear professional and ethical standards that complement those of the organization.

ⁱ See Appendix: Job Description

THIRD AMENDED AND RESTATED BYLAWS

BAYSIDE DISTRICT CORPORATION a California non-profit public benefit Corporation

ARTICLE 1. OFFICES

Section 1. **Principal Office.** The principal office of the Bayside District Corporation (the “**Corporation**”) shall be fixed and located at such place in the City of Santa Monica, California as the Board of Directors (the “**Board**”) shall determine. The Board is granted full power and authority to change the principal office from one location to another.

Section 2. **Other Offices.** Branch or subordinate offices may be established at any time by the Board at any place or places.

ARTICLE 2. MEMBERS

Section 1. **Members.** The corporation shall have no members. Any action which would otherwise require approval by a majority of all members or approval by the members shall require only approval of the Board. All rights which would otherwise vest in the members shall vest in the Directors.

Section 2. **Associates.** Nothing in this Article 2 shall be construed as limiting the right of the Corporation to refer to persons associated with it as “members” even though such persons are not members, and no such reference shall constitute anyone a member within the meaning of Section 5056 of the California Nonprofit Corporation Law. The Corporation may confer by amendment of its Articles or of these Bylaws some or all of the rights of a member, as set forth in the California Nonprofit Corporation Law, upon any person or persons who do not have the right to vote for the election of Directors or on a disposition of substantially all of the assets of the Corporation or on a merger, on a dissolution or on changes to the Corporation’s Articles or Bylaws, but no such person shall be a member within the meaning of said Section 5056.

ARTICLE 3. DIRECTORS

Section 1. **Powers.** Subject to limitations of the Articles and these Bylaws, the activities and affairs of the Corporation shall be conducted, managed and controlled, and all corporate powers shall be exercised by or under the direction of the Board. The Board may delegate the management of the activities of the Corporation to an Executive Director and Staff, to any other person or persons, or to committees however composed, provided that the activities and affairs of the Corporation shall be managed and all corporate powers shall be exercised under the ultimate direction of the Board. Without prejudice to such general powers, but subject to the same limitations, it is hereby expressly declared that the Board shall have the following powers in addition to the other powers enumerated in these Bylaws:

(a) To select and remove an Executive Director, officers, agents, and employees of the Corporation, prescribe powers and duties for them as may not be inconsistent with law, the Articles, or these Bylaws, fix their compensation, and require from them security for faithful service.

(b) To adopt, make and use a corporate seal and to alter the form of such seal from time to time as they may deem best.

(c) To borrow money and incur indebtedness for the purposes of the Corporation, and to cause to be executed and delivered therefor, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, or other evidences of debt and securities therefor.

(d) To carry on a business at a profit and apply any profit that results from the business activity to any activity in which it may lawfully engage, subject, however, to the restrictions contained in the Articles.

Section 2. **Number and Qualification of Directors.**

(a) The authorized number of Directors shall be thirteen (13) until changed by amendment of the Articles or by a Bylaw.

(b) A person shall not qualify nor remain as a Director, if that person is the owner of property or the owner of a business, or an agent, representative, employee or volunteer of any such owner, responsible for and not current in payment of special or general benefit assessments, fees or licenses imposed on such owner's property or business, including assessments, fees or licenses imposed on property within any of (i) the Downtown Santa Monica Property Based Assessment District established by the City of Santa Monica pursuant to Resolution No. 10336 (CCS) on July 24, 2008, as the same may be amended, (ii) the Third Street Promenade and Downtown District Operation and Maintenance Area located within a sub-area of the "Bayside District" established by the City of Santa Monica pursuant to Ordinance No. 1382 (CCS) on August 26, 1986, as now and as the same may be amended, and/or (iii) the Central Business District Business Improvement Area established by the City of Santa Monica pursuant to Ordinance No. 725 (CCS), as now and as the same may be amended.

(c) Any sitting Director who fails to remain qualified to serve as a Director under the provisions of Subsection 2(b) immediately above (herein, an "**Unqualified Director**") shall be removed from office by the Board if, within thirty (30) days after receipt of notice from the Corporation of the circumstance constituting failure to qualify under Subsection 2(b), such failure is not cured. After expiration of said thirty (30) day period without cure, the Unqualified Director shall be given fifteen (15) days prior notice of his or her removal from the Board and the reasons therefor and an opportunity for the Unqualified Director to be heard by the Board, orally or in writing, not less than five (5) days before the effective date of such removal.

Section 3. **Selection and Term of Office.** Directors shall be selected as set forth in this Section 3 for terms of four (4) years (subject to Subsection 3(d) below) beginning January 1 of each year. Directors shall serve no more than two (2) consecutive terms.

(a) The Santa Monica City Council (“**City Council**”) shall select six (6) Directors.

(b) The owners of property subject to assessment under the Downtown Santa Monica Property Based Assessment District (PBAD) (the “**Property Owners**”) shall select six (6) Directors.

(c) The City Manager of the City of Santa Monica or his/her designee shall serve as a Director.

(d) With respect to the Directors serving as of April 1, 2009:

(i) The initial term of the Directors selected under Subsection 3(a) above, three (3) shall be for a term of two (2) years and three (3) shall be for a term of four (4) years; and

(ii) The initial term of the Directors selected under Subsection 3(b) above, three (3) shall be for a term of at two (2) years and three (3) shall be for a term of four (4) years.

Section 4. **Vacancies.** Subject to the provisions of Section 5226 of the California Nonprofit Public Benefit Corporation Law, any Director may resign effective upon giving written notice to the Chair of the Board, the Secretary, or the Board, unless the notice specifies a later time for the effectiveness of such resignation. If the resignation is effective at a future time, a successor may be elected before such time, to take office when the resignation becomes effective.

(a) Vacancies in the Board shall be filled in the same manner as the Director(s) whose office is vacant was selected. Each Director so selected shall hold office until the expiration of the term of the replaced Director and until a successor has been elected and qualified.

(b) A vacancy or vacancies in the Board shall be deemed to exist in case of the death, resignation, or removal of any Director, or if the authorized number of Directors is increased.

(c) The Board may declare vacant the office of a Director who has been declared of unsound mind by a final order of court, or convicted of a felony, or found by a final order or judgment of any court to have breached any duty arising under Article 3 of the California Nonprofit Public Benefit Corporation Law or who has failed to attend two (2) meetings out of any six (6) consecutive, regular meetings of the Board. A Director selected by the City Council may be removed without cause by the vote of five (5) City Council members. A removed Director’s successor may be elected immediately.

(d) No reduction of the authorized number of Directors shall have the effect of removing any Director prior to the expiration of the Director’s term of office.

Section 5. **Place of Meeting.** Meetings of the Board shall be held at any place within the City of Santa Monica, State of California which is open to the public and which has been designated from time to time by the Board. In the absence of such designation, regular meetings shall be held at the principal office of the Corporation, in which case the principal office of the corporation shall be open to the public for the meeting of the Board.

Section 6. **Annual Meetings.** The Board shall hold an annual meeting for the purpose of organization, election of officers, and the transaction of other business.

Section 7. **Regular Meetings.** Regular meetings of the Board shall be held on such dates and at such times as may be fixed by the Board. At least ten (10) monthly meetings shall be held during each full fiscal year. Notice of regular meetings shall be sent to the City Clerk, the Santa Monica Police Department and the Santa Monica Public Library not fewer than three (3) nor more than ten (10) days before such meeting. In addition such notice shall, to the extent possible, be posted on the website of the Corporation. The notice shall specify the business intended to be conducted at the meeting, but any business transacted at such meeting shall be validly conducted, so long as not otherwise inconsistent with law, the Articles or these Bylaws.

Section 8. **Special Meetings.** Special meetings of the Board for any purpose or purposes may be called at any time by the Chair of the Board, the Executive Director, any Vice Chair, the Secretary, or any six (6) Directors.

Special meetings of the Board shall be held upon four (4) days notice by first-class mail or 48 hours notice given personally or by telephone, telegraph, telex, email, or other similar means of communication. Any such notice shall be addressed or delivered to each Director at such Director's address as it is shown upon the records of the Corporation or as may have been given to the Corporation by the Director for purposes of notice or, if such address is not shown on such records or is not readily ascertainable, at the place in which the meetings of the Directors are regularly held. Such notice shall also (a) be given to the City Clerk, the Santa Monica Police Department and the Santa Monica Public Library; and (b) shall, to the extent possible, be posted on the website of the Corporation. The notice shall specify the purpose of the meeting, but any business transacted at such meeting shall be validly conducted, so long as not otherwise inconsistent with law, the Articles or these Bylaws.

Notice by mail shall be deemed to have been given at the time a written notice is deposited in the United States mails, postage prepaid. Any other written notice shall be deemed to have been given at the time it is personally delivered to the recipient or is delivered to a common carrier for transmission, or actually transmitted by the person giving the notice by electronic means, to the recipient. Oral notice shall be deemed to have been given at the time it is communicated, in person or by telephone or wireless, to the recipient or to a person at the office of the recipient who the person giving the notice has reason to believe will promptly communicate it to the receiver.

Section 9. **Quorum.** Seven (7) Directors constitute a quorum of the Board for the transaction of business, except to adjourn as provided in Section 12 of this Article 3. Every act or decision done or made by a majority of the number of (but no fewer than five) Directors present at a meeting duly held at which a quorum is present shall be regarded as the act of the Board,

unless a greater number is required by law, by the Articles or by these Bylaws. Notwithstanding the foregoing, a quorum shall not exist unless at least one Director appointed by the Property Owners is present and unless at least one Director appointed by either the City Council or the City Manager of the City of Santa Monica is present.

Section 10. **Participation in Meetings by Conference Telephone.** Members of the Board may participate in a meeting through use of conference telephone or similar communications equipment, so long as all persons participating in or present at such meeting can hear one another, and so long as not less than a quorum of the Board is present in person at the meeting. In order to vote at such a meeting, any Director participating through the use of conference telephone or similar communications equipment must have so participated for the entire portion of such meeting preceding such vote.

Section 11. **Waiver of Notice.** Notice of a meeting need not be given to any Director who signs a waiver of notice or a written consent to holding the meeting or an approval of the minutes thereof, whether before or after the meeting, or who attends the meeting without protesting, prior thereto or at its commencement, the lack of notice to such Director. All such waivers, consents, and approvals shall be filed with the corporate records or made a part of the minutes of the meetings.

Section 12. **Adjournment.** A majority of the Directors present, whether or not a quorum is present, may adjourn any Directors' meeting to another time and place. Notice of the time and place of holding an adjourned meeting need not be given to absent Directors, nor to the news media, the City Clerk or the City Manager if the time and place is fixed at the meeting adjourned, except as provided in the next two sentences. If the meeting is adjourned for more than seventy-two (72) hours, notice of any adjournment to another time or place shall be given prior to the time of the adjourned meeting to the Directors who were not present at the time of the adjournment. A written notice of adjournment setting forth the time and place of the adjourned meeting shall be conspicuously posted on or near the door of the place where the regular, adjourned regular, special or adjourned special meeting was held within 24 hours after the time of adjournment, and shall remain posted until at least the time specified therein for the commencement of the adjourned meeting.

Section 13. **Public Meetings.** All meetings of the Board shall be open and public, and any person shall be permitted to attend any meeting of the Board, except as otherwise provided in this Section. Members of the public shall be entitled to participate in accordance with such rules as may be adopted by the Board from time to time. Nothing contained in this Section or these Bylaws shall be construed to prevent the Board from holding closed sessions to the extent permitted by applicable law (a) for the purpose of discussing matters related to litigation, including pending, threatened or anticipated litigation; (b) to consider the appointment, employment, evaluation of performance, or dismissal of an employee or to hear complaints or charges brought against an employee by another person or employee unless such employee requests a public hearing or (c) for such other purposes as may be permitted by the Ralph M. Brown Act (California Government Code Sections 54950 et seq.); provided, however, that the final vote of the Board on any action to be taken by the Corporation with respect to the appointment, employment or dismissal of an employee shall be taken at a meeting of the Board while such meeting is open to the public.

Section 14. **Rights of Inspection.** Every Director shall have the absolute right at any reasonable time to inspect and copy all books, records, and documents of every kind and to inspect the physical properties of the Corporation.

Section 15. **Committees.** The Board may appoint one or more committees, each consisting of two or more Directors, and delegate to such committees any of the authority of the Board except with respect to:

(a) The approval of any action for which the California Non-Profit Public Benefit Corporation Law also requires approval of the members or approval of a majority of all members,

(b) The filling of vacancies on the Board or in any committee which has the authority of the Board;

(c) The amendment or repeal of any resolution of the Board which by its express terms is not so amendable or repealable;

(d) The approval of any self-dealing transaction, as such transactions are defined in Section 5233(a) of the California Non-Profit Public Benefit Corporation Law.

Any such committee must be created, and the members thereof appointed, by resolution adopted by a majority of the authorized number of Directors then in office, provided a quorum is present, and any such committee may be designated an Executive Committee or by such other name as the Board shall specify. The Board may appoint, in the same manner, alternate members of any committee who may replace any absent member at any meeting of the committee. The Board shall have the power to prescribe the manner in which proceedings of any such committee shall be conducted. In the absence of any such prescription, such committee shall have the power to prescribe the manner in which its proceedings shall be conducted. Unless the Board or such committee shall otherwise provide, the regular and special meetings and other actions of any such committee shall be governed by the provisions of this Article 3 applicable to meetings and actions of the Board. Minutes shall be kept of each meeting of each committee:

Section 16. **Fees and Compensation.** Directors and members of committees shall receive no compensation for their services as such Directors or members, but may receive such reimbursement for business related expenses, as may be fixed and authorized by the Board, consistent with the guidelines and reimbursement policies of the City of Santa Monica.

Section 17. **Participation In Political Activities.** Directors and members of Committees are prohibited from knowingly participating in supporting nominees for Board membership and political activities/organizations by making a representation as a Board and/or Committee Member. The Board shall not authorize nor reimburse any Director or staff for expenses incurred in the support of nominees to the Board nor involvement in political activity.

(a) The Corporation is prohibited from spending money or making public statements in support of, or in opposition to, candidates for public office or nominees for Director.

(b) The Directors, as Directors of the Corporation, are prohibited from intentionally spending money or making public statements in support of candidates for public office or nominees for Director.

(c) The provisions of this Section 17 do not limit the activities or statements of Directors as private citizens.

ARTICLE 4. TRANSACTIONS IN WHICH DIRECTORS HAVE MATERIAL FINANCIAL INTEREST

Section 1. **Prohibition Against Self-Dealing Transactions.** The Corporation shall not enter into any transaction in which one or more of its Directors has a material financial interest, unless the transaction meets the requirements of paragraph (a), (b) or (c) of Section 2 of this Article 4. For purposes of this Article 4, a “**self dealing transaction**” means a transaction to which the Corporation is a party and in which one or more of its Directors has a material financial interest; provided that such material financial interest shall not be deemed to exist due to any Director being or being affiliated with a Property Owner. For purposes of this Article 4, such a Director is referred to as an “**interested Director.**” This section shall not be construed to prohibit (a) a transaction which is part of a public or charitable program of the Corporation if it (i) is approved or authorized by the Corporation in good faith and without unjustified favoritism; and (ii) results in a benefit to one or more Directors or their families because they are in the class of persons intended to be benefited by the public or charitable program; or (b) a transaction, of which the interested Director or Directors have no actual knowledge, and which does not exceed the lesser of 1 percent of the gross receipts of the Corporation for the preceding fiscal year or one hundred thousand dollars (\$100,000).

Section 2. **Permitted Self-Dealing Transactions.** The Corporation shall be authorized to engage in a self-dealing transaction if:

(a) The California Attorney General or the court in an action in which the California Attorney General is an indispensable party, has approved the transaction before or after it was consummated; or

(b) The following facts are established:

(1) The Corporation entered into the transaction for its own benefit;

(2) The transaction was fair and reasonable as to the Corporation at the time the corporation entered into the transaction;

(3) Prior to consummating the transaction or any part thereof, the Board authorized or approved the transaction in good faith by a vote of a majority of the Directors then in office without counting the vote of the interested Director or Directors, and with knowledge of the material facts concerning the transaction and the Director’s interest in the transaction. Except as provided in paragraph (c) of this Section 2, action by a committee of the Board shall not satisfy this paragraph; and

(4) (A) Prior to authorizing or approving the transaction, the Board considered and in good faith determined after reasonable investigation under the circumstances that the Corporation could not have obtained a more advantageous arrangement with reasonable effort under the circumstances; or

(B) The Corporation in fact could not have obtained a more advantageous arrangement with reasonable effort under the circumstances; or

(c) The following facts are established:

(1) A committee or person authorized by the Board approved the transaction in a manner consistent with the standards set forth in paragraph (b) of this Section 2;

(2) It was not reasonably practicable to obtain approval of the Board prior to entering into the transaction; and

(3) The Board, after determining in good faith that the conditions of subparagraphs (1) and (2) of this paragraph were satisfied, ratified the transaction at its next meeting by a vote of the majority of the Directors then in office without counting the vote of the interested Director or Directors.

Section 3. **Prohibited Loans and Guarantees.** The Corporation shall not make any loan of money or property to or guarantee the obligation of any Director or Officer, unless approved by the California Attorney General, except that the Corporation may advance money to a Director or Officer of the Corporation for expenses reasonably anticipated to be incurred in the performance of the duties of such Officer or Director, provided that in the absence of such advance, such Director or Officer would be entitled to be reimbursed for such expenses by the Corporation.

ARTICLE 5. OFFICERS

Section 1. **Officers.** The officers of the Corporation shall be a Chair of the Board, a Secretary, and a Treasurer, who shall also serve as the Chief Financial Officer. The Corporation may also have, at the discretion of the Board, one or more Vice-Chairs, one or more Assistant Secretaries, one or more Assistant Treasurers, an Executive Director and such other officers as may be elected or appointed in accordance with the provisions of Section 3 of this Article 5. Any number of offices may be held by the same person except as provided in the Articles or in these Bylaws and except that neither the Secretary, any Assistant Secretary, the Treasurer, nor any Assistant Treasurer may serve concurrently as the Executive Director or the Chair of the Board.

Section 2. **Election.** The Officers of the Corporation, except the Executive Director and such other officers as may be elected or appointed in accordance with the provisions of Section 3 or Section 5 of this Article 5, shall be chosen annually by, and shall serve at the pleasure of, the Board, and shall hold their respective offices until their resignation, removal, or other disqualification from service, or until their respective successors shall be elected.

Section 3. **Subordinate Officers.** The Board may elect the Executive Director and such other Officers as the business of the Corporation may require, each of whom shall hold office for such period, have such authority, and perform such duties as are provided in these Bylaws or as the Board may from time to time determine. The Board may empower the Chair of the Board to appoint such Officers, other than the Executive Director.

Section 4. **Removal and Resignation.** Any Officer may be removed, either with or without cause, by the Board at any time or, except in the case of an Officer chosen by the Board, by any Officer upon whom such power of removal may be conferred by the Board. Any such removal shall be without prejudice to the rights, if any, of the Officer under any contract of employment of the Officer.

Any Officer may resign at any time by giving written notice to the Corporation, but without prejudice to the rights, if any, of the Corporation under any contract to which the Officer is a party. Any such resignation shall take effect at the date of the receipt of such notice or at any later time specified therein and, unless otherwise specified therein, the acceptance of such resignation shall not be necessary to make it effective.

Section 5. **Vacancies.** A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed in these Bylaws for regular election or appointment to such office, provided that such vacancies shall be filled as they occur, and not on an annual basis,

Section 6. **Chair of the Board.** The Chair of the Board shall, if present, preside at all meetings of the Board and exercise and perform such other powers and duties as may be assigned from time to time by the Board. The Chair of the Board must be a Director of the Corporation. The Chair shall be chosen annually by the Board at the first meeting of the fiscal year. No one Board member may serve more than two (2) consecutive years as Chair.

Section 7. **Executive Director.** The Executive Director shall be elected or appointed, and may be removed, only with the approval of at least seven (7) Directors. Except for and subject to such powers, if any, as may be given by the Board to the Chair of the Board, and subject to the Board's determination as to whether the Executive Director shall be an Officer of the Corporation, the Executive Director shall be the Chief Executive Officer and Chief Operating Officer of the Corporation and shall have, subject to the control of the Board, general supervision, direction and control of the day to day business affairs of the Corporation. At the Board's discretion, the Executive Director shall have the general powers and duties of management usually vested in the General Manager of an enterprise and such other powers and duties as may be prescribed by the Board. The Executive Director shall not be a Director of the Corporation and need not be an Officer of the Corporation.

Section 8. **Vice Chairs.** Vice Chairs shall be chosen annually by the Board at the first meeting of the fiscal year. In the absence or disability of the Chair of the Board, the Vice-Chairs, if any are appointed, in order of their rank as fixed by the Board or, if not ranked, the Vice-Chair designated by the Board shall preside at meetings of the Board and shall perform all the duties of, and be subject to all the restrictions upon, the Chair of the Board. The Vice-Chairs shall have such other powers and perform such other duties as from time to time may be

prescribed for them respectively by the Board. All Vice-Chairs must be Directors of the Corporation.

Section 9. Secretary. The Secretary shall be chosen annually by the Board at the first meeting of the fiscal year. The Secretary shall keep or cause to be kept, at the principal office or such other place as the Board may order, a book of minutes of all meetings of the Board and its committees, with the time and place of holding, whether regular or special, and if special, how authorized, the notice thereof given, the names of those present at Board and committee meetings, and the proceedings thereof. The Secretary shall keep, or cause to be kept, at the principal office in the State of California the original or a copy of the Corporation's Articles and Bylaws, as amended to date.

The Secretary shall give, or cause to be given, notice of all meetings of the Board and any committees thereof required by these Bylaws or by law to be given, shall keep the seal of the corporation in safe custody, and shall have such other powers and perform such other duties as may be prescribed by the Board. In the absence or disability of the Chair of the Board and all Vice-Chairs, the Secretary shall preside at meetings of the Board if the Secretary is a Director of the Corporation. The Secretary may but need not be a Director of the Corporation.

Section 10. Chief Financial Officer. The Chief Financial Officer shall be chosen annually by the Board at the first meeting of the fiscal year. The Chief Financial Officer shall keep and maintain, or cause to be kept and maintained, adequate and correct accounts of the properties and business transactions of the Corporation. The books of account shall at all times be open to inspection by any Director.

The Chief Financial Officer shall deposit or cause to be deposited, all moneys and other valuables in the name and to the credit of the Corporation with such depositories as may be designated by the Board. The Chief Financial Officer shall disburse the funds of the Corporation as may be ordered by the Board, shall render to the Executive Director and Directors, whenever they request it, an account of all transactions as Chief Financial Officer and of the financial condition of the Corporation, and shall have such other powers and perform such other duties as may be prescribed by the Board. In the absence or disability of the Chair of the Board, all Vice-Chairs and the Secretary, the Chief Financial Officer shall preside at meetings of the Board, if the Chief Financial Officer is a Director of the Corporation. The Chief Financial Officer may but need not be a Director of the Corporation.

ARTICLE 6. REPORTS, RECORDS AND RIGHTS OF INSPECTION

Section 1. Annual Report to City. Within ninety (90) days after the close of the Corporation's fiscal year, the Board shall cause an annual report of its operations to be provided to the City of Santa Monica. Such report shall contain, in appropriate detail, the following:

(a) The assets and liabilities, including the trust funds, of the Corporation as of the end of the fiscal year.

(b) The principal changes in assets and liabilities of the Corporation, including trust funds, during the fiscal year.

(c) The revenue or receipts of the Corporation, both unrestricted and restricted to particular purposes, for the fiscal year.

(d) The expenses or disbursements of the Corporation, for both general and restricted purposes, during the fiscal year.

(e) Any information required by Section 6322 of the California Non-Profit Public Benefit Corporation Law (pertaining to certain transactions and indemnifications involving interested persons).

(f) A narrative description of the Corporation's principal activities during the fiscal year.

(g) Such other information concerning the Corporation as may be requested by the City Council in writing not less than ninety (90) days preceding the end of such fiscal year.

Section 2. **Records and Rights of Inspection.** The Corporation shall keep adequate and correct books and records of account and minutes of the proceedings of its Member, the Board and committees of the Board. Minutes shall be kept in written form. Other books and records shall be kept either in written form or in any form capable of being converted into written form. The books and records of the Corporation shall be open to inspection and copying by members of the public to the same extent as the public records of the City of Santa Monica.

ARTICLE 7. INDEMNIFICATION

Section 1. **Statutory Indemnity.** This Corporation shall indemnify its Directors, Officers and employees to the fullest extent permitted by the California Non-Profit Public Benefit Corporation Law.

Section 2. **Non applicability to Fiduciaries of Employee Benefit Plans.** This Article does not apply to any proceeding against any trustee, investment manager, or other fiduciary of an employee benefit plan in such person's capacity as such, even though such person may also be an agent of the Corporation as defined in Section 1 of this Article 7. The Corporation shall have power to indemnify such trustee, investment manager, or other fiduciary to the extent permitted by subdivision (f) of Section 207 of the California General Corporation Law.

ARTICLE 8. OTHER PROVISIONS

Section 1. **Endorsement of Documents; Contracts.** Subject to the provisions of applicable law and these Bylaws, any note, mortgage, evidence of indebtedness, contract, conveyance, or other instrument in writing and any assignment or endorsement thereof executed or entered into between the Corporation and any other person, when signed by (a) the Executive Director, or (b)(i) the Chair of the Board or any Vice Chair and (b)(ii) the Secretary, any Assistant Secretary, the Chief Financial Officer, or any Assistant Treasurer of the Corporation shall be valid and binding on the Corporation in the absence of actual knowledge on the part of the other person that the signing officers had no authority to execute the same. Any such

instruments may be signed by any other person or persons in such manner as from time to time shall be determined by the Board, and, unless so authorized by the Board, no officer, agent, or employee shall have any power or authority to bind the Corporation by any contract or engagement or to pledge its credit or to render it liable for any purpose or amount.

Section 2. **Representation of Shares of Other Corporations.** The Chair of the Board or any other Officer or Officers authorized by the Board or the Chair of the Board are each authorized to vote, represent, and exercise on behalf of the Corporation all rights incident to any and all shares of any other corporation or corporations standing in the name of the Corporation. The authority herein granted may be exercised either by any such officer in person or by any other persons authorized so to do by proxy or power of attorney duly executed by said Officer.

Section 3. **Construction and Definitions.** Unless the context otherwise requires, the general provisions, rules of construction, and definitions contained in the General Provisions of the California Nonprofit Corporation Law and in the California Nonprofit Public Benefit Corporation Law shall govern the construction of these Bylaws.


Section 4. **Establishment of Fiscal Year.** The fiscal year of this Corporation shall end on June 30 of each year.

Section 5. **Amendments.** These Bylaws may be amended or repealed by the approval of the Board; provided that any amendment or repeal shall have the approval of at least seven (7) Directors.

THIS IS TO CERTIFY THAT:

That I am the duly elected, qualified and acting Secretary of the Bayside District Corporation and that the above and foregoing Third Amended and Restated Bylaws were adopted as the Bylaws of said corporation on the 23rd day of April, 2009 by the Board of Directors thereof and approved by the Santa Monica City Council on May 12, 2009.

IN WITNESS WHEREOF, I have hereunto set my hand this 15th day of May, 2009.



Secretary

2016/2017 OPERATIONAL PLAN

DOWNTOWN SANTA MONICA, INC.

In Fiscal Year 2016/17, DTSM, Inc. will work closely with its partners in City Hall and throughout the community to ensure Downtown Santa Monica remains the thriving economic engine of the Bay City during an exciting time of growth and prosperity. DTSM, Inc. will be developing and refining a multi-pronged plan that combines comprehensive mitigation strategies and best practices used in other major cities to help people better enter, exit and move about downtown.

Some significant infrastructure projects that will aid in this mission are already nearing completion, including the Metro Exposition Rail Line Extension into Downtown; the reconstruction and enhancement of the California Incline, an important northern artery; and the completion of the Colorado Esplanade, which includes wider, pedestrian-friendly sidewalks, new lighting, protected bike lanes, more open space and street furniture for enjoying Santa Monica's temperate weather and abundant sunshine.

DTSM is also excited about the creation of Downtown's first network of pedestrian scrambles, which are diagonal crosswalks that allow people to walk freely from corner to street corner, including in the middle of the intersection, all while traffic is at a halt. The crosswalks symbolize DTSM and the City's commitment to making Downtown a more walkable environment.

Some key pieces of DTSM's operations plan moving forward include:

- Adjusting the Downtown Santa Monica Ambassador Program so that more attention can be paid to the anticipated increase in pedestrian traffic, particularly along the Downtown's southern border.
- New wayfinding signage designed to make it easier for drivers, cyclists and pedestrians alike to find parking, restaurants, retail or recreation.
- Exploring the feasibility of adding programs designed to improve access, including a centralized valet operation and a shuttle to circulate throughout key points in Downtown.

- Solidifying research programs, including the collection of detailed pedestrian counts and visitor spending habits, so that business owners and retail and restaurant managers can make more informed decisions to help boost their operations.

While these projects are critical, so are DTSM's other charges. We will continue our efforts to promote our hard-working merchants and support their employees, keeping them informed through our newly updates website, quarterly merchants meetings, frequent email blasts and monthly newsletters.

DTSM remains committed to ensuring economic stability and diversity, while providing a fun, safe and clean environment for all to enjoy.

1. **Visitor Experience Development**

Position Downtown as a unique, exciting and broadly accessible experience-based place, retaining substantial demand and high value.

1.1. Nurture Downtown as a place embodying local flavor and welcome a broad audience to enjoy an authentic Santa Monica experience.

1.1.1. Produce key community events in Downtown, including but not limited to:

- Cinema on the Street
- Picnic on the Promenade
- Sonic Submarine
- Winterlit/ICE at Santa Monica
- Holiday Decor Program

1.1.2. Explore and encourage a variety of cultural activities within the City guidelines to enhance and invigorate public space.

1.1.3. Participate in programs and initiatives of Buy Local Santa Monica, Santa Monica Chamber of Commerce, and Santa Monica Travel & Tourism.

1.2. Provide enhanced maintenance services to keep the district a clean and attractive public place. *(See appendices for a complete schedule of maintenance obligations.)*

1.2.1. Collaborate with City of Santa Monica to ensure compliance with maintenance standards established by both parties.

1.2.2. Manage maintenance of Downtown public parking structures in accordance with Parking Structure Maintenance Agreement.

1.2.3. Conduct thorough annual power washing of public parking structures 1-6, 9 and 10 as well as hot spot cleaning of public parking structures, sidewalks and other public open spaces as needed.

1.2.4. Monitor and maintain restrooms in select Downtown parking structures during all hours in which they remain open to the general public.

1.2.5. Promptly remove graffiti from public and private property.

1.2.6. Monitor, and modify as needed, the level of service provided to Lincoln Blvd. and Colorado Ave. through district expansions implemented in FY16.

1.3. Support the City of Santa Monica's public safety officials in their efforts to keep Downtown safe.

1.3.1. Maintain strong relationships with key personnel of departments charged with maintaining safety in Downtown, including but not limited to the Police and Fire Departments, Code Compliance, and the City Attorney's office.

1.3.2. Track occurrence of public safety incidents in Downtown and provide notification to appropriate parties as needed.

1.3.3. Support loss prevention efforts of business owners and employees.

1.3.4. Ensure Downtown Santa Monica, Inc. and its employees are prepared to assist as directed by public safety officials in the event of a natural disaster or other emergency.

- 1.4. Ensure Downtown remains an actively managed and well-maintained place.
 - 1.4.1. Work closely with City partners to ensure general facility maintenance and functionality.
 - 1.4.2. Partner with the City to enhance the pedestrian realm, including additional lighting, wayfinding signage, public art, and other amenities as needed.
 - 1.4.3. Collaborate with the City, Police and Fire to provide active venue and street performer management for Third Street Promenade and other public spaces.
 - 1.4.4. Screen outside event requests and logistics for adherence to City Event Guidelines and compliance with municipal codes pertaining to the use of public space.
 - 1.4.5. Field requests to film in Downtown Santa Monica and work with the City to ensure that filming shoots comply with all municipal codes pertaining to the use of public space.
 - 1.4.6. Assist the City in managing the cart program on Third Street Promenade.

- 1.5. Welcome visitors to Downtown and inform them of the district's businesses, attractions and amenities.
 - 1.5.1. Deploy Hospitality Ambassadors who refer users to Downtown businesses and other locations, generate work orders to repair damaged Downtown infrastructure, provide walking directions, monitor key restrooms, jump-start vehicles and act as eyes and ears on the street in the district.
 - 1.5.2. Provide a directory and walking map of businesses in the district.
 - 1.5.3. Partner with the Santa Monica Travel & Tourism to support tourism programming as well as produce a Visitor Rewards Book for guests.
 - 1.5.4. Promote timely messages about special events and programs through advertising on the elevator doors of parking structures.
 - 1.5.5. Work with the City to maximize pedestrian and vehicular wayfinding in Downtown Santa Monica for visitors using all available modes of transportation.
 - 1.5.6. Maintain a comprehensive website for Downtown Santa Monica.

2. **Character & Cultural Development**

Protect and build upon the reputation of Downtown Santa Monica as an authentic, diverse, culturally significant and forward-thinking urban district.

2.1. Protect and strengthen the Downtown Santa Monica brand equity.

2.1.1. Produce advertising and public relations campaigns to strengthen the brand image of Downtown Santa Monica.

2.1.2. Utilize social media platforms to disseminate timely information as well as reinforce the Santa Monica brand.

2.2. Embrace and celebrate the cultural significance of Downtown for the diverse residents, businesses, and other stakeholders of the City of Santa Monica.

2.2.1. Administer a blog to inform and encourage a dialogue between DTSM, Inc. and people who use the district; the blog, *Santa Monica Centric*, promotes businesses and events in the Downtown area.

2.2.2. Maximize outreach and messaging through social media platforms.

3. **Community Advocacy**

Research and monitor the state of Downtown and proactively advocate on issues of importance to the City and Downtown stakeholders.

3.1. Anticipate and work with both private and public sector partners to proactively manage the overarching needs of a growing and changing Downtown.

- 3.1.1. Collaborate with public and private property owners to mitigate the negative impacts of construction projects in Downtown.
- 3.1.2. Partner with the City and private stakeholders to advise the public and district businesses about impacts related to construction projects and traffic mitigation plans.
- 3.1.3. Work with the Board of Directors to review the Downtown Community Plan and compile recommendations for the City on areas that may require more attention or discussion.
- 3.1.4. Work with the City and community stakeholders to address issues related to access, circulation and parking.
- 3.1.5. Track, analyze, and advise the City of Santa Monica on proposals for public and private development projects.

3.2. Partner with the City of Santa Monica and other community organizations in supporting homeless initiatives.

- 3.2.1. Continue to engage Chrysalis to complement the enhanced maintenance program for Downtown Santa Monica.
- 3.2.2. Collect and administer the Dolphin Change Program, designed to award grants to local social service agencies.
- 3.2.3. Work with City Human Services Division and Police Homeless Liaison Program (HLP) Team to address the variety of homeless issues impacting the district.

4. **Economic Development**

Partner with the City and Downtown stakeholders to maintain a balanced, diverse economic environment and promote the prosperity of the community as a whole.

- 4.1. Position Downtown Santa Monica, Inc. as a central source of information on all aspects related to Downtown, including the economic vitality and market potential.
 - 4.1.1. Conduct, analyze and share market research data pertaining to key trends for Downtown Santa Monica.
 - 4.1.2. Expand on the pedestrian counting program to capture the number of people visiting key areas within the district.
 - 4.1.3. Conduct ongoing stakeholder surveys evaluating the effectiveness of the ambassador, enhanced maintenance, and other programs.
 - 4.1.4. Conduct ongoing mystery shop evaluations to assess the effectiveness of the ambassador and enhanced maintenance programs.

- 4.2. Support property owners and commercial tenants with general marketing of the Downtown area.
 - 4.2.1. Expand the promotion of the employee rewards program.
 - 4.2.2. Update the Downtown Santa Monica business directory, which appears on Third Street Promenade, the parking garages, website and walking map.

- 4.3. Disseminate information on issues of key importance to Downtown property owners, businesses and employees.
 - 4.3.1. Produce and distribute *The Beat*, a quarterly newsletter designed to inform Downtown stakeholders of key issues pertaining to the area.
 - 4.3.2. Produce and distribute *The Memo*, a monthly note directed to ground floor businesses in the district that shares information about activities in Downtown Santa Monica.
 - 4.3.3. Host quarterly stakeholder meetings for merchants and commercial office tenants to share updates on programs, collaborative opportunities and other essential information.

- 4.4. Advocate on behalf of property and business owners and play a supportive role in matters contributing to the overall vitality of business Downtown.
 - 4.4.1. Respond to requests for assistance from property owners and businesses on issues pertaining to their economic vitality.

5. **Organizational Management**

Maintain a strong, efficient, effective organization capable of making solid internal decisions as well as formulating external advocacy in the best interest of Downtown Santa Monica.

- 5.1. Maintain high standards of professional administration and services.
 - 5.1.1. Conduct regular staff training and create regular opportunities for professional development and continuing education.
 - 5.1.2. Host an annual staff retreat for strategic and organizational planning with routine follow-up to assess employee satisfaction and additional needs.
 - 5.1.3. Conduct an annual performance review for every staff member.
 - 5.1.4. Create training and professional development opportunities for staff.
 - 5.1.5. Maintain careful compliance standards for contracts in which Downtown Santa Monica, Inc. is an involved party as either client or vendor.
 - 5.1.6. Assess functionality of existing software programs, database systems, and website licenses and consider upgrades to facilitate greater efficiency.

- 5.2. Support the Downtown Santa Monica, Inc. Board of Directors in their work as the advocacy body for the district and advisory role to City Council.
 - 5.2.1. Collaborate with committees of the Board of Directors to consider issues of importance to the organization and this district as a whole.
 - 5.2.2. Create training and professional development opportunities for members of the Board of Directors.

- 5.3. Seek supplemental and diversified revenue streams to enhance and expand programs and services.
 - 5.3.1. Increase revenues generated by the parking structure advertising program and other contracted service programs.
 - 5.3.2. Identify sponsorships and other funding opportunities for key programs supporting or enhancing the Downtown Santa Monica brand.

- 5.4. Demonstrate the value of Downtown Santa Monica, Inc. as an organization, service provider and community partner.
 - 5.4.1. Produce data-driven reports released at regular intervals to document progress toward the goals and objectives of this operational plan as well as other governing documents of the organization.
 - 5.4.2. Produce a data-driven annual report to highlight the achievements of the organization in the prior fiscal year.
 - 5.4.3. Host an annual meeting for the purpose of sharing information about the organization's accomplishments and direction with stakeholders.
 - 5.4.4. Initiate and track media visibility of public relations campaigns, highlighting the accomplishments of Downtown Santa Monica, Inc. as an organization.
 - 5.4.5. Encourage staff members to promote positive connections between the organization and other community organizations through board and/or committee service.

District Boundary Map



The boundaries of the Downtown Santa Monica district expand from the east side of Ocean Ave to the east side of Lincoln Blvd. and from the I-10 freeway to the commercial parcels immediately north of Wilshire Blvd.

Board & Staff Directory

(Effective 04/28/2016)

Board of Directors

Board Chair
Vice Chairs

Secretary/Treasurer
Board Members

Barbara Tenzer
Bruria Finkel
Bill Tucker
John Warfel
Rob Rader
Patricia Hoffman
Julia Ladd
Juan Matute
Elaine Polachek
Barry Snell
Johannes Van Tilburg
Debbie Zehm

Staff

Chief Executive Officer
Director of Policy & Planning
Director of Marketing & Communication
Controller
Office Manager
Sr. Communications Manager
Community Outreach Manager
Public Space Manager
Venue Manager
Field Services Coordinator
Executive Administrative Assistant
Administrative Assistant

Kathleen Rawson
Steven Welliver
Mackenzie Carter
TJ Harney
Laura Borsechnik
Kevin Herrera
Collette Hanna
Nick Efron
Stephen Bradford
John McGill
Rachel Johnson
Linn Wile

FY 2016/2017 Adopted Budget

SUPPORT & REVENUES			
Source	FY 2015/16	FY 2016/17	% Change
Bayside, CBD & BID Assessments	\$6,282,979.81	\$6,440,801.00	2.51%
Special Events & Filmings	\$82,500.00	\$72,500.00	-12.12%
Parking Structure Advertising	\$70,000.00	\$400,000.00	471.43%
Dolphin Donations / Transfers*	\$10,500.00	\$10,800.00	2.86%
Other Income	\$860,000.00	\$1,037,709.17	20.66%
Allocated From Reserves	\$76,886.06	\$0.00	-100.00%
Total Income	\$7,382,865.87	\$7,961,810.17	7.84%

EXPENSES			
Use	FY 2015/16	FY 2016/17	% Change
Personnel	\$1,275,090.00	\$1,301,407.59	2.06%
Administration	\$428,064.87	\$443,800.73	3.68%
Business Development	\$248,000.00	\$262,500.00	5.85%
Marketing / ICE at Santa Monica	\$1,668,000.00	\$2,175,617.50	30.43%
Operations	\$3,753,211.00	\$3,767,684.35	0.39%
Dolphin Donations	\$10,500.00	\$10,800.00	2.86%
Total Expenditures	\$7,382,865.87	\$7,961,810.17	7.84%

*Dolphin change program will go into reserves until depleted. Board action, 3/22/12.

Enhanced Maintenance Schedules

Parking Structure Maintenance Schedule

The following duties are performed in the structures during the stated shifts:

(Note: Duties and shifts subject to change based on need.)

Shift time from 11:30 p.m. – 7:30 a.m.

- Run M30 Sweeper/Scrubber vehicle on a rotational schedule in all structures
- Close all restrooms for deep cleaning floor-to-ceiling
- Sweep, mop, and wipe down all stairwells and landing areas
- Conduct pan and broom maintenance throughout structures
- Document maintenance issues for reporting

Shift time from 7:00 a.m. - 3:30 p.m.

- Clean restrooms (empty trash, clean toilets/urinals, clean sinks, counters, mirrors, and replenish toiletries as needed)
- Remove, or paint over, graffiti
- Remove debris as needed

Shift time from 3:00 p.m. – 11:30 p.m.

- Clean restrooms daily (empty trash, clean toilets/urinals, clean sinks, counters, mirrors, replenish toiletries as needed)
- Sweep/mop restroom as needed
- Pull all trash (2/3rds full) and replace bags on every level of parking structures and wipe down cans
- Wipe down all structure interior signage as well as fire and electrical boxes
- Remove or paint over any graffiti that is reported or found
- Clean up all spills as necessary

Pressure Washing Schedule

Enhanced Maintenance – Pressure Washing & Deep Cleaning in Downtown

DTSM engages a third-party vendor to provide pressure washing and deep cleaning services throughout Downtown in accordance with the following schedule.

Activity	Frequency
Zone 1: Third Street Promenade	Monthly
Zone 2: 2nd and 3rd Ct. Alleys	Bi-Monthly
Zone 2: Second and Fourth Streets, Ocean Avenue, Intersections	Monthly
Zone 3: Lincoln Blvd. Sidewalks	Quarterly
Parking Structures #1 - #6, #9 and #10	Semi Annually
Downtown Hotspots (Areas of Need)	As Needed

General Maintenance Schedule

In order to care for Downtown’s aging infrastructure, DTSM completes the following routine maintenance activities during the course of a year.

<u>Activity</u>	<u>Frequency</u>
Paint Light Poles and Directories	As Needed
Dinosaur Topiary Cleaning	Quarterly
Dinosaur Fountain Maintenance	Monthly
Pavilion Window Cleaning	Bi-Weekly
Vector Management	Monthly/As Needed
Parking Structure Sign Maintenance	As Needed
Light Pole Electrical Maintenance	As Needed
Promenade Paver Repair	As Needed

City of Santa Monica Maintenance Matrix

The following pages contain a matrix outlining the services in Downtown provided by the Promenade Maintenance team of the City of Santa Monica Public Works Department. It is the responsibility of DTSM, Inc. to ensure maintenance work meets or exceeds the minimum levels of service established on creation of the assessment district.

Public Works
Promenade Maintenance Service Matrix

Section - 3rd Street Promenade:

From the north side of Wilshire to the south side of Broadway

Shifts: Effective 1/1/15

1 = 6:00 a.m. to 2:30 p.m. & 6:00a.m. To 2:30p.m.

2 = 2:00 p.m. to 10:30 p.m. (Sunday – Thursday)

2:30 p.m. to 11:00 p.m. (Friday & Saturday)

3rd Street Promenade Maintenance:

Service	Description	Frequency	Shift
Pedestrian Walkways:			
Sweeper	Picks up large debris	<ul style="list-style-type: none"> Once daily, 7 days a week 	1
Sweeper / scrubber	Picks up small debris, applies degreaser, scrubs pavement & recovers excess water	<ul style="list-style-type: none"> Once daily, 7 days a week 	1
Pressure Washer	Steam cleans in places scrubbers can't reach	<ul style="list-style-type: none"> Once daily, 5 days a week (Mon, Tues, Thurs, Friday, Sat) 	1
Pre-treat stains and spot pressure wash	Degreaser applied with hand-sprayer	<ul style="list-style-type: none"> As needed 	1
Policing	Walk site, sweep & remove debris	<ul style="list-style-type: none"> Daily and as needed 	1 or 2
Benches (85)	Spray & wipe	<ul style="list-style-type: none"> Daily and as needed 	1 or 2
Drinking Fountains (7)	Spray & wipe	<ul style="list-style-type: none"> Daily and as needed 	1 or 2

Public Works
Promenade Maintenance Service Matrix

Section – Colorado Ave-Esplenade:

From east side of 4th St. to the east side of Ocean Ave

Service	Description	Frequency	Shift
Pedestrian Walkways:			
Sweeper	Picks up large debris	<ul style="list-style-type: none"> Once daily, 7 days a week 	1
Sweeper / scrubber	Picks up small debris, applies degreaser, scrubs pavement & recovers excess water	<ul style="list-style-type: none"> Once daily, 7 days a week 	1
Pressure Washer	Steam cleans in places scrubbers can't reach	<ul style="list-style-type: none"> Once daily, 5 days a week (Mon, Tues, Thurs, Friday, Sat) 	1
Pre-treat stains and spot pressure wash	Degreaser applied with hand-sprayer	<ul style="list-style-type: none"> As needed 	1
Policing	Walk site, sweep & remove debris	<ul style="list-style-type: none"> Daily and as needed 	1 or 2
Benches	Spray & wipe	<ul style="list-style-type: none"> Daily and as needed 	1 or 2
Drinking Fountains (if applicable)	Spray & wipe	<ul style="list-style-type: none"> Daily and as needed 	1 or 2
Landscape	General Maintenance-using current maintenance specifications requirements		Landcare

Public Works
Promenade Maintenance Service Matrix

Section - 3rd Street Promenade, Promenade Maintenance, Cont'd.

Service	Description	Frequency	Shift
Trash Containers (38)	Wipe top, remove trash, replace bag	<ul style="list-style-type: none"> • Four times daily, Mon. – Thu. • Five times daily, Fri. – Sun. & Holidays 	1 & 2
Trash Container Liners (38)	Steam clean/ wiped down from the inside & deodorize	<ul style="list-style-type: none"> • weekly as needed 	1
Public Phones (28)	Spray & wipe	<ul style="list-style-type: none"> • Once daily, as needed 	1 or 2
Stainless Steel Bollards (27)	Spray & wipe, steam clean	<ul style="list-style-type: none"> • Once daily, as needed 	1 or 2
Directories (13)	Spray & wipe	<ul style="list-style-type: none"> • Once daily, as needed 	1 or 2
Sculptures (9)	Spray & wipe	<ul style="list-style-type: none"> • Once daily, as needed 	1 or 2
Graffiti	Remove	<ul style="list-style-type: none"> • Daily, as needed 	1 & 2
Dinosaur Pools (4)	Remove debris	<ul style="list-style-type: none"> • Daily, as needed 	1 & 2
Special Events	Extra trash containers & general maintenance frequencies	<ul style="list-style-type: none"> • As needed 	1 & 2
Spot Cleaning & Customer Calls	Additional cleanings, graffiti, broken glass, animal waste, etc.	<ul style="list-style-type: none"> • Daily, as needed 	1 & 2
Off Duty Emergency Call-outs	Toxic spills, electrical, water, accidents, etc.	<ul style="list-style-type: none"> • As needed 	1 & 2

Public Works
Promenade Maintenance Service Matrix

Section – 3rd Street, Public Landscape:

Service	Description	Frequency	Shift
Tree Trimming 3,790 sq. ft. (154)	Regular	<ul style="list-style-type: none"> Once, yearly (spring) 	Landcare
Tree Well Maintenance 3,790 sq. ft. (154)	Inspect for grate or decomposed granite displacement and/or debris & litter	<ul style="list-style-type: none"> Daily 	Landcare
Succulents & Topiaries (Dinosaur fountain planters) 2,000 sq. ft.	Clean debris, reset tree grates Prune & shape topiaries Weed and detail succulent beds	<ul style="list-style-type: none"> As needed, based upon inspections Once every six weeks Weekly, as needed 	Landcare
Irrigation Inspection	Check system and controller for proper settings	<ul style="list-style-type: none"> Weekly, as needed 	Landcare/ In House
Fountain Maintenance	Maintain fountains and provide cleaning service for the Topiary pools	<ul style="list-style-type: none"> Twice weekly 	California Waters

Public Works
Promenade Maintenance Service Matrix

Section - Parking Structures:

Shifts: Effective 1/1/15

1 = 5:00 a.m. to 1:30 p.m. & 6:00a.m. To 2:30p.m.

2 = 2:00 p.m. to 10:30 p.m. (Sunday – Thursday)

2:30 p.m. to 11:00 p.m. (Friday & Saturday)

Parking Structures, Promenade Maintenance:

Service	Description	Frequency	Shift
Bin Rooms (6)	Pressure wash, degrease, and scrub. Organize trash and recyclables.	<ul style="list-style-type: none"> Once daily, 5 days a week Once/ Twice daily, 7 days a week 	1 or 2
Clarifiers: Structure 1 Structures 2-6	Clean out sludge Remove restaurant grease	<ul style="list-style-type: none"> Twice monthly As needed, contracted 	1 & 2

Parking Structures, Public Landscape:

Service	Description	Frequency	Shift
Planter Maintenance (ground level planters in Structure 1 & 3 only) 5,900 sq. ft.	Pick up litter & debris Water plants Prune shrubs	<ul style="list-style-type: none"> Daily Manually, as needed weekly Every 6 weeks 	Landcare

Public Works
Promenade Maintenance Service Matrix

Section – Colorado Blvd., Arizona Avenue & Wilshire Boulevard:

Sidewalks on both sides of streets from east side of Ocean Avenue to alley between 5th and 6th Streets.

Ocean Ave east side, 2nd and 4th Streets both sides:

Sidewalks on both sides of streets from north of Wilshire Boulevard to south of Colorado Avenue.

Shifts:

1 = 5:00 a.m. to 1:30 p.m. & 6:00a.m. To 2:30p.m.

2 = 2:00 p.m. to 10:30 p.m. (Sunday – Thursday)

2:30 p.m. to 11:00 p.m. (Friday & Saturday)

Colorado Blvd., Arizona Avenue & Wilshire Boulevard and 2nd & 4th Streets, Promenade Maintenance

Service	Description	Frequency	Shift
<u>Pedestrian Walkways:</u>			
Sweeper	Picks up large debris	<ul style="list-style-type: none"> 5 x a week 	1
Sweeper / scrubber	Picks up small debris, applies degreaser, scrubs pavement & recovers excess water	<ul style="list-style-type: none"> 3 x a week Once daily, 4 days a week 	1
Pressure Washer	Steam cleans in places scrubbers can't reach	<ul style="list-style-type: none"> 4 x a week 	1
Pre-treat stains/spot pressure washing	Degreaser applied with hand-sprayer		1
Policing	Walk site, sweep & remove debris	<ul style="list-style-type: none"> daily As-needed 	1 & 2
Bus Stop (4)	Steam clean	<ul style="list-style-type: none"> As needed 	1
Trash Containers (30)	Wipe top, remove trash, replace bag	<ul style="list-style-type: none"> Twice daily, as needed 	1 & 2
Trash Container Liners (30)	Steam clean & deodorize	<ul style="list-style-type: none"> As needed 	1 or 2

Public Works
Promenade Maintenance Service Matrix

Section - Colorado Blvd., Arizona Avenue & Wilshire Boulevard and Ocean Ave., 2nd & 4th Streets, Promenade Maintenance, Cont'd.

Service	Description	Frequency	Shift
Tree Wells	Rake out debris	<ul style="list-style-type: none"> As needed 	1 or 2
	Weed & spray herbicides	<ul style="list-style-type: none"> As needed, upon inspection 	1
Spot Cleaning & Customer Calls	Additional cleanings, graffiti, broken glass, animal waste, etc.	<ul style="list-style-type: none"> Daily, as needed, 7 days a week 	1 & 2
Off Duty Emergency Call-outs	Toxic spills, electrical, water, accidents, etc.	<ul style="list-style-type: none"> As needed 	

Section - Public Landscape, 2nd & 4th Street

Service	Description	Frequency	Shift
Tree Trimming (182)	Regular	<ul style="list-style-type: none"> Every 2 years 	West Coast Arborists
Tree Well Maintenance (182)	Backfill tree wells with decomposed granite	<ul style="list-style-type: none"> As needed 	1 or 2

Arizona Ave.

Service	Description	Frequency	Shift
Tree Trimming (46)	Regular	<ul style="list-style-type: none"> Every 2 years 	West Coast Arborists
Tree Well Maintenance (61)	Backfill tree wells with decomposed granite	<ul style="list-style-type: none"> As needed 	1 & 2

Wilshire Blvd.

Service	Description	Frequency	Shift
Tree Trimming (66)	Regular	<ul style="list-style-type: none"> Every 2 years 	West Coast Arborists

Public Works
Promenade Maintenance Service Matrix

Section - Transit Mall:

Sidewalks on both sides of the streets:

- Broadway east side of Ocean Avenue to alley between 5th and 6th Streets.
- Santa Monica Boulevard from east side of Ocean Avenue to alley between 5th and 6th Streets.

Total Square Footage:

100,980 (Broadway = 44,880 sq. ft. + Santa Monica Boulevard = 56,100 sq. ft.)

Shifts: Effective 1/1/15

1 = 5:00 a.m. to 1:30 p.m. & 6:00a.m. To 2:30p.m.

2 = 2:00 p.m. to 10:30 p.m. (Sunday – Thursday)

2:30 p.m. to 11:00 p.m. (Friday & Saturday)

Transit Mall, Promenade Maintenance:

Service	Description	Frequency	Shift
<u>Pedestrian Walkways:</u>			
Sweeper	Picks up large debris	<ul style="list-style-type: none"> • 5 x a week 	1
Sweeper / scrubber	Picks up small debris, applies degreaser, scrubs pavement & recovers excess water	<ul style="list-style-type: none"> • 5 x a week 	1
Pressure Washer	Steam cleans in places scrubbers can't reach	<ul style="list-style-type: none"> • 3 x a week 	1
Pre-treat stains/ spot pressure wash	Degreaser applied with hand-sprayer	<ul style="list-style-type: none"> • As needed 	
Policing	Walk site, sweep & remove debris	<ul style="list-style-type: none"> • Twice daily, as needed 	1 & 2
Benches (241)	Spray & wipe, polish wood	<ul style="list-style-type: none"> • Once daily, as needed 	1 or 2

Public Works
Promenade Maintenance Service Matrix

Section - Transit Mall, Promenade Maintenance, Cont'd:

Service	Description	Frequency	Shift
Drinking Fountains (3)	Spray & wipe	• daily, As needed	1 or 2
Trash Containers (36)	Wipe top, remove trash, replace bag	• Four times daily	1 & 2
Trash Container Liners (36)	Steam clean & deodorize	• As needed	1
Tile Bollards (35)	Spray, wipe & polish	• Once daily, 5days a week	1 or 2
Informational Signs (6)	Spray & wipe	• Once daily, 5 days a week	1 or 2
Newspaper Racks	Spray & wipe	• As needed, 5 days a week	1 or 2
Arbors (6)	Spray & wipe	• Once daily, 5 days a week	1 or 2
Graffiti	Monitor & Remove	• Daily, as needed,	1 & 2
Spot Cleaning & Customer Calls	Additional cleanings, graffiti, broken glass, animal waste, etc.	• Daily, as needed,	1 & 2
Off Duty Emergency Call-outs	Toxic spills, electrical, water, accidents, etc.	• As needed	

Section - Transit Mall, Public Landscape:

Service	Description	Frequency	Shift
Tree Trimming (193)	Regular	• Every 2 years	West Coast Arborists
Tree Well Maintenance	Inspect for grate displacement and/or debris & litter	• Daily	Landcare / In House
	Clean debris, reset tree grates	• As needed, based upon inspections	
Irrigation Inspections	Check system and controller for proper settings	• Weekly	Landcare / In House
Policing	Remove debris from tree wells	• Daily	Landcare

Public Works
Promenade Maintenance Service Matrix

Section – Colorado, Broadway, Santa Monica Blvd., Arizona Avenue & Wilshire Boulevard:

Sidewalks on both sides of streets from east side of 5th to the alley east of 7th St.

5th, 6th and 7th Streets:

Sidewalks on both sides of streets from north of Wilshire Boulevard to south of Colorado Avenue.

Service	Description	Frequency	Shift
<u>Pedestrian Walkways:</u>			
Sweeper	Picks up large debris	<ul style="list-style-type: none"> Twice weekly 	1
Sweeper / scrubber	Picks up small debris, applies degreaser, scrubs pavement & recovers excess water	<ul style="list-style-type: none"> Once every three weeks 	1
Pressure Washer	Steam cleans in places scrubbers can't reach	<ul style="list-style-type: none"> Once every three weeks 	1
Pre-treat stains/ and spot pressure wash	Degreaser applied with hand-sprayer	<ul style="list-style-type: none"> as needed 	
Policing	Walk site, sweep & remove debris	<ul style="list-style-type: none"> As needed 	1 or 2
Tree Well Maintenance	Clean debris	<ul style="list-style-type: none"> Daily, as needed 	1
	Remove and spray for weeds	<ul style="list-style-type: none"> As needed, based upon inspections 	1

Public Works
Promenade Maintenance Service Matrix

Section - Alleys:

- **1st Court:** Between Ocean Avenue & 2nd Street from north side of Wilshire Boulevard to south side of Colorado Avenue.
- **Mall Court West:** Between 2nd Street and 3rd Street from north side of Wilshire Boulevard to south side of Broadway.
- **Mall Court East:** Between 3rd Street and 4th Street from north side of Wilshire Boulevard to south side of Broadway.
- **4th Court:** Between 4th and 5th Streets from north side of Wilshire Boulevard to south side of Colorado Avenue.
- **5th Court:** Between 5th Street and 6th Street from north side of Wilshire Boulevard to south side of Colorado Avenue.
- **6th Court:** Between 6th Street and 7th Street from Colorado to Wilshire
- **7th Court:** Between 7th Street and Lincoln Blvd. from Colorado to Wilshire

Shifts: Effective 1/1/15

- 1** = 5:00 a.m. to 1:30 p.m. & 6:00a.m. To 2:30p.m.
2 = 2:00 p.m. to 10:30 p.m. (Sunday – Thursday)
 2:30 p.m. to 11:00 p.m. (Friday & Saturday)

Alleys, Promenade Maintenance:

Service	Description	Frequency	Shift
Mall Court East & West Sweeper / scrubber	Picks up small debris, applies degreaser, scrubs pavement & recovers excess water	<ul style="list-style-type: none"> • Once Daily, 5 days a week 	1
Policing	Walk site, sweep & remove debris	<ul style="list-style-type: none"> • daily, 	1 & 2
Spills	Apply absorbent, collect into plastic bags, pressure washer and scrubber	<ul style="list-style-type: none"> • Daily, as needed 	1 & 2
Spot Cleaning & Customer Calls	Discarded furniture, appliances, spills, etc.	<ul style="list-style-type: none"> • Daily, as needed 	1 & 2
Graffiti	Monitor & Remove	<ul style="list-style-type: none"> • Daily, as needed 	1 & 2
Weed suppression	Remove and spray herbicides	<ul style="list-style-type: none"> • As needed, based upon inspections 	1 or 2
Off Duty Emergency Call-outs	Toxic spills, electrical, water, accidents, etc.	<ul style="list-style-type: none"> • As needed 	

Public Works
Promenade Maintenance Service Matrix

Section Six - Alleys, Promenade Maintenance, Cont'd.

Service	Description	Frequency	Shift
1st, 4th, 5th, 6th & 7th Courts:			
Mobile Vacuum	Vacuums debris from large areas	<ul style="list-style-type: none"> Once daily, 5 days a week 	1
Policing	Walk site, sweep debris	<ul style="list-style-type: none"> Once daily 	1 & 2
Spills	Apply absorbent, collect into plastic bags, pressure washer and scrubber	<ul style="list-style-type: none"> Daily, as needed, 	1 & 2
Spot Cleaning & Customer Calls	Discarded furniture, appliances, spills, etc.	<ul style="list-style-type: none"> Daily, as needed, 	1 & 2
Graffiti	Remove	<ul style="list-style-type: none"> Daily, as needed, 	1 & 2
Off Duty Emergency Call-outs	Toxic spills, electrical, water, accidents, etc.	<ul style="list-style-type: none"> As needed 	
Weed suppression	Remove and spray herbicides	<ul style="list-style-type: none"> As needed, based upon inspections 	1

Public Works
Promenade Maintenance Service Matrix

Section Lincoln Blvd.-from south side of Colorado Ave. to the north side of Wilshire Blvd.

Service	Description	Frequency	Shift
Trash Containers	Wipe top and/or handle, remove trash, replace bag	<ul style="list-style-type: none">• Twice daily, Mon-Sun	1 & 2

-End-

**I. DOWNTOWN SANTA MONICA
PROPERTY-BASED ASSESSMENT DISTRICT (PBAD) SUMMARY
FINAL PLAN – APRIL 2008 (4/22)**

The proposed Downtown Santa Monica Property-Based Assessment District (PBAD) will be a special benefit assessment district that conveys special benefits to the properties located within the district boundaries. As described in this plan, it is proposed that the PBAD will provide enhanced maintenance, ambassador, marketing and special projects, above and beyond those provided by the City of Santa Monica. This approach has been used successfully in downtowns throughout California and the nation, helping to improve and preserve sales, occupancies and overall quality of life.

Location: The district will encompass the downtown area bounded roughly by Ocean Avenue to the west, Willshire Boulevard to the north, 7th Street to the east and the Santa Monica Freeway to the south. *A map of the proposed district boundary is attached.*

Improvements & Activities: ***A Clean, Friendly & Attractive Downtown:*** The district will finance services and improvements that will stabilize and improve the downtown environment and experience for workers, visitors and residents. Services will include:

- **Maintenance Teams** that will work in concert with city crews to sweep, scrub and power wash sidewalks, remove litter and graffiti, increase the frequency of trash removal and maintenance of public spaces within downtown.
- **Ambassadors** to provide information on downtown activities and establishments, provide a downtown “neighborhood watch” to improve public safety, enhance the visitor experience and work productively to reduce street populations.
- **Homeless Outreach** and assistance to reduce the incidence of homelessness in downtown.
- **Marketing** enhancements to help downtown compete with new regional competition and develop more promotions and events targeted to Santa Monica residents.
- **Special Projects** to address a variety of downtown issues, including improving parking availability, reducing traffic congestion and urban design to update streetscape and lighting throughout downtown.

Method of Financing: Levy of assessments upon real property that benefits from improvements and activities.

Budget: Total district assessment budget for its first year of operation is **\$3,593,700:**

Activity	Budget	% of Total
Maintenance < see note below >	\$ 1,289,000	35.9
Ambassadors	\$ 1,228,000	34.2
Marketing	\$ 400,000	11.1
Homeless Outreach	\$ 100,000	2.8
Special Projects	\$ 250,000	7.0
Administration (10% of programs)	\$ 326,700	9.1
Total	\$ 3,593,700	100.0

Assessments for maintenance will be co-managed with more than \$2 million from the City of Santa Monica, resulting in a total maintenance budget of approximately \$3.3 million.

Cost: Annual assessments are based upon an allocation of program costs within three benefit zones and a calculation of lot or building square footage within each zone. The greater of building or lot square footage is determined for each parcel. Three benefit zones are proposed to acknowledge different frequencies of services anticipated within each zone and to account for differing benefits from differential rents and values within the downtown business district. The three proposed zones are:

- Promenade
- Bayside, including Santa Monica Place and Ocean Avenue
- Downtown East

A map illustrating the three zones is attached.

Residential, government and non-profit uses will pay an adjusted rate. These uses will pay for maintenance and ambassador services, and not for marketing and special projects. Estimated annual maximum assessment rates for the first year of the district are as follows:

	Lot or Building sq.ft. per Year	Lot or Building sq.ft. per Month
Promenade	\$ 0.767	\$ 0.0639
Bayside/Ocean	\$ 0.384	\$ 0.0320
Downtown East	\$ 0.192	\$ 0.0160
Bayside/Ocean: Govt/Residential	\$ 0.273	\$ 0.0226
Bayside/Ocean: Non-Profit	\$ 0.137	\$ 0.0114
Downtown East: Govt/Residential	\$ 0.137	\$ 0.0114
Downtown East: Non-Profit	\$ 0.068	\$ 0.0057

Cap: Annual assessments may increase by as much as 5% per year to keep pace with rising prices and other program costs. The determination of annual assessment adjustments will be subject to the review and approval of the PBAD Owner's Association, which will be the Bayside District Corporation.

City Services: The City of Santa Monica has established and documented the base level of pre-existing City services and has evidenced its intention to continue to deliver and/or pay for these services if a PBAD is formed. The PBAD will not replace any pre-existing general City services.

District Governance: The PBAD Owner's Association will be the Bayside District Corporation with a new governance structure that ensures representation by a majority of property and business owners within the District. The Owner's Association board will be composed of 13 directors, including six directors selected by downtown property and business owners, six by the Santa Monica City Council, and the City Manager or his/her designee. The PBAD Owner's Association will determine budgets, assessment adjustments and monitor service delivery.

Existing BIDs: Downtown has two existing business license-based BIDs that will be affected by the new PBAD:

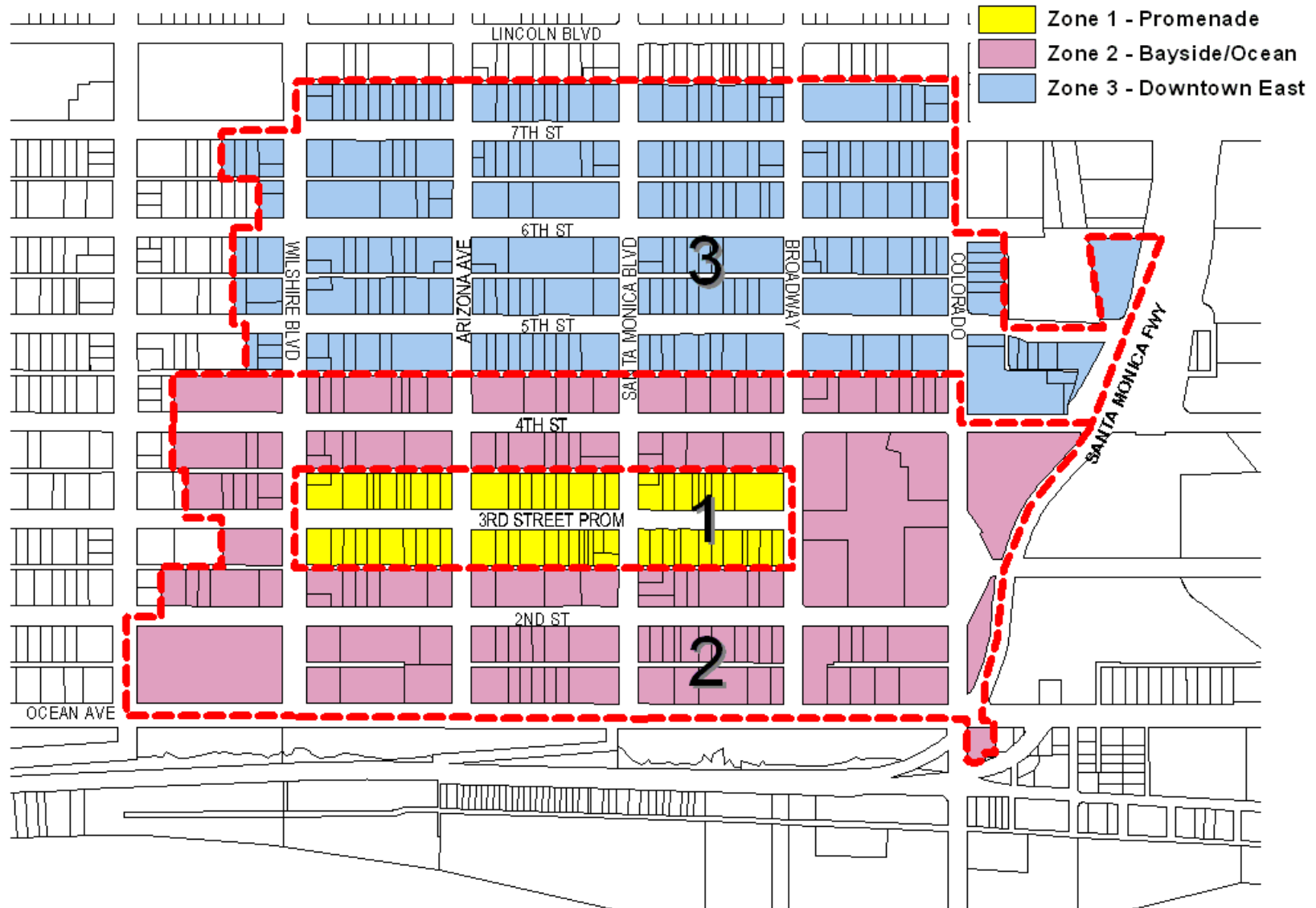
- The CBD BID, which has a boundary roughly contiguous with the new PBAD, currently imposes a business license tax on retail businesses. It is the intention of this Plan that the CBD BID will be eliminated.
- The Bayside BID, which is bound by Willshire Boulevard to the north, the alley between 4th and 5th Streets to the east, Broadway to the south and the alley between Ocean Avenue and 2nd Street to the west will remain. Provided that the PBAD is formed, it is the intention of this Plan that the Bayside BID assessments will be reduced and boundaries of the BID will be expanded to include the Santa Monica Place shopping center. The Bayside BID will continue to be managed by the Bayside District Corporation.

District Creation: District creation requires submission of petitions signed by property owners in the proposed district who will pay more than 40% of total assessments (i.e. petitions must represent more than 40% of the \$3,593,700 to be assessed). Petitions are then submitted to City Council and a mail ballot is sent to all affected property owners. The majority of ballots returned, as weighted by assessments to be paid, must be in favor of the PBAD in order for City Council to approve it.

Duration: The district will have a 20 year life beginning January 1, 2009. To extend assessments beyond Year 10, an affirmative vote will be required from property owners within the PBAD. The majority of ballots returned, as weighted by assessments to be paid, must be in favor of the PBAD in order for it to continue for an additional ten years. Any subsequent renewal of the District (beyond 20 years) will require a new management plan. Every five years, the Owner's Association and downtown property owners will undertake a review of the Management District Plan and PBAD programs. Any new or increased assessments that are not consistent with the provisions of this Management District Plan will require a new mail ballot process.

**The complete PBAD Management Plan and Exhibits
are available upon request from the:
Bayside District Corporation, 1351 Third Street Promenade, Suite 201
Santa Monica, CA 90401
(Telephone: 310-393-8355)**

Downtown Santa Monica PBAD Study Area



Ground Support

Jun 16, 2017 through Jun 22, 2017

	6/16	6/17	6/18	6/19	6/20	6/21	6/22	TOTAL
Flower Maintenance -Hours	6	4	7	7	7	2	7	40
Graffiti - Removed	2	2	1	0	1	0	5	11
Graffiti Removed - Stickers	5	3	0	5	0	3	4	20
Gum Spot Removal	20	1	0	1	1	0	2	25
Hospitality Contacts	6	1	2	6	4	4	11	34
Hospitality Escorts	1	1	0	3	0	1	1	7
Restroom Requests	0	0	0	0	0	0	0	0
Special Project (hours)	1	0	0	0	0	0	0	1
Spot Clean-up	7	4	1	4	1	2	10	29
Street Furniture Cleaned-News Racks	10	4	0	16	7	5	13	55
Street Furniture/Trash Receptacles Cleaned	12	0	0	18	12	0	21	63
Trash (Bags collected)	13	9	0	3	6	6	12	49
Tree Wells Weeded	25	4	0	44	23	4	46	146
Trim Trees	1	0	0	1	0	2	0	4
Weed Abatement (sites)	0	0	0	0	0	0	0	0

- Pump is breaking down on watering tank. New pump ordered. 6/21
- New type of hanging basket with an irrigation reservoir will be tested.



Cleaned graffiti off kiosk at old Chili's

Safety Patrol

Downtown District Safety Patrol

Jun 16, 2017 through Jun 22, 2017

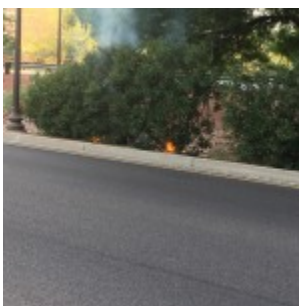
	6/16	6/17	6/18	6/19	6/20	6/21	6/22	TOTAL
Calls For Service	0	0	0	0	3	0	2	5
MAD Aggressive Solicitation	0	0	0	0	2	0	1	3
MAD Downtown Code Violation	1	5	1	0	6	1	3	17
MAD Homeless/Loiterer/Panhandler	5	10	2	4	12	7	14	54
MAD Lost/Found Property	2	0	0	0	0	1	1	4
MAD Medical	0	0	1	0	0	0	0	1
MAD Personal Safety Escort	0	0	0	0	0	0	0	0
MAD Riding Bike/Skateboard Sidewalk	4	0	0	5	6	9	16	40
MAD Social Services Outreach	2	4	0	3	10	7	13	39
MAD-Hospitality Contact	12	20	4	13	15	27	33	124
Noise Complaints (Amplified Sound)	0	0	0	0	0	0	0	0
Restroom Requests	0	3	0	0	0	0	0	3

Lake District Safety Patrol

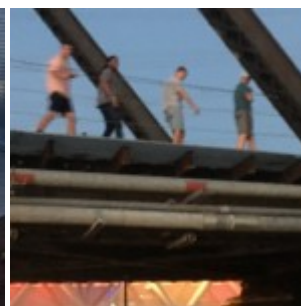
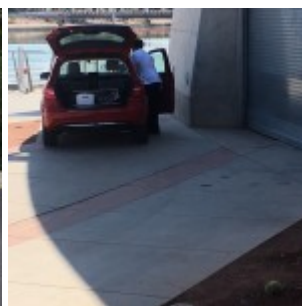
Jun 16, 2017 through Jun 22, 2017

	6/16	6/17	6/18	6/19	6/20	6/21	6/22	TOTAL
MAD Boating Code-checks	3	4	8	4	4	4	3	30
MAD Boating-Violation	3	0	3	0	0	1	0	7
MAD Disorderly Conduct	0	0	0	0	1	0	0	1
MAD Fishing Code Checks	14	5	7	4	10	1	5	46
MAD Fishing Code Violations	5	5	0	0	0	0	0	10
MAD Homeless/Transient Contact	7	6	7	16	27	11	21	95
MAD Intoxicated Person	0	0	0	1	1	0	0	2
MAD Medical	0	0	0	0	0	0	0	0
MAD Park Code Violations	37	52	57	35	23	22	34	260
MAD Social Services Outreach	2	5	3	1	0	0	0	11
MAD-Hospitality Contact	22	23	23	21	16	18	23	146

- Homeless found washing clothes in TBP restroom sink and hanging them on a makeshift clothesline. 6/16 9:10 a.m., others: 6/18 6:30 a.m., 6/18 8:00 a.m.
- Drone found flying over the marina. Operator found in Vela Apartments pool area. 6/16 7:43 p.m.
- Male found flying drone around Tempe Beach Park. 6/16 10:00 p.m.
- Male found flying drone on the east side of the TCA. 6/16 11:04 p.m.
- Homeless found bathing in TBP restroom sink. 6/18 6:30 p.m.
- Police called for a subject who continually trespasses and refuses to comply with requests to not trespass on the east side of lake. Subject left prior to police arrival. 6/19 6:43 a.m.
- Transients arguing and throwing things around in TBP. SP was able to calm situation down. 6/19 10:30 p.m.
- Trespassing on the boat rental dock. 6/19 2:25 a.m.
- Two vehicles were burglarized in the SRP Marina Parking Lot. 6/20 7:50 p.m.
- Fire department called for a bush on fire on Mill Ave. near Rio Salado Pkwy. between the two bridge spans. 6/21 6:48 a.m.
- Patrol Boat taken to shop for repair. Will not shift into reverse. 6/21 5:00 p.m.
- PD contacted for subjects on the top of the heavy rail bridge trusses. 6/21 7:55 p.m., 4 trespassers on the heavy rail bridge. 6/22 8:05 p.m.
- Assisted PD in search for a suicidal male threatening to jump off the pedestrian bridge. 6/21 10:50 p.m.
- Car parked by the TCA entrance. 6/22 10:00 a.m.



Fire between Mill Ave Bridges



Heavy Rail Bridge

Red denotes early shift activity. Lucas Scott has been doing a tremendous job on the early shift. Unfortunately he has given two week notice of his resignation due to personal medical issues. We are short personnel which will temporarily effect staffing levels.

- Homeless sleeping on the Flour Mill Stage 6/16 8:38 a.m.
- Homeless sleeping by Salvation Army 6/16 9:05 a.m.
- Skateboarders found skating on the arts park @ 5th and Maple 6/16 10:17 a.m.
- Trespasser at the abandoned apartments 7th St. and Myrtle. 6/17 11:37 a.m.
- Male sleeping in the sun at construction site at Hayden Station. 6/17 12:40 p.m.
- Medics called for unconscious male on ground at Sparky's 6/18 11:54 a.m.
- Shopping cart full of garbage found at 2nd St. and Mill Ave.
- Two joggers, on two separate occasions, thanked Safety Patrol and the District for our presence to deal with the people and "undesirable actions". 6/19
- A familiar homeless couple asked SP to contact H.O.P.E. for them because they want to get off the street. HOPE met them at 3rd and Mill. We have called the H.O.P.E before for this couple. 6/19 12:45 p.m.
- Someone attempted to steal a bicycle outside Elliott Management (across from the office). 6/19 3:40 p.m.
- Sleeping on sidewalk in front of NCounter. 6/20 7:27 a.m.
- Jack-in-the-Box called for transient passed out on their patio. 6/20 2:24 p.m.
- Manager of Starbucks reported unwanted non customer transient trespassers on his patio, 6/22 12:45 p.m.
- Desert Roots owner reports suspicious intoxicated person. 6/22 2:20 p.m.



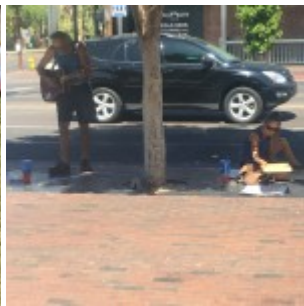
Flour Mill Stage



By Salvation Army



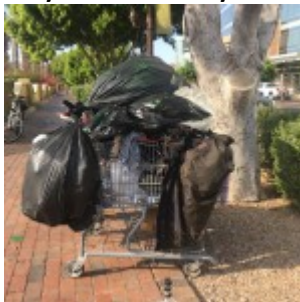
@ Hayden Station



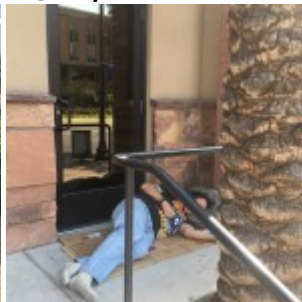
Familiar Homeless Couple



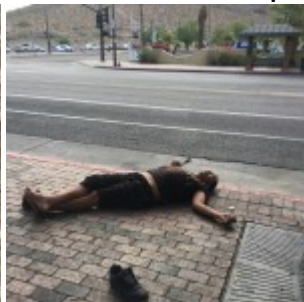
@ Sparky's Patio



S Mill Ave. @ 2nd St.



St. Mary's Church



@ Ncounter

DTA POINT IN TIME COUNTS @ 12:00 P.M. FOR THE WEEK:

Downtown Tempe Hospitality Contacts				
Day of Week	Date	Total	Previous Week	
Friday	6/16/2017	41	48	
Saturday	6/17/2017	45	61	
Sunday	6/18/2017	29	53	
Monday	6/19/2017	43	31	
Tuesday	6/20/2017	35	39	
Wednesday	6/21/2017	50	51	
Thursday	6/22/2017	68	45	
Total		311	328	
Transient/Panhandler/Loiterer Interactions				
Day of Week	Date	Total	Previous Week	
Friday	6/16/2017	14	16	
Saturday	6/17/2017	16	23	
Sunday	6/18/2017	9	16	
Monday	6/19/2017	20	32	
Tuesday	6/20/2017	39	23	
Wednesday	6/21/2017	18	19	
Thursday	6/22/2017	35	17	
Total		151	146	
Transient/Panhandler/Loiterer Point in Time Count				
Day of Week	Date	Time	Total	Previous Week
Friday	6/16/2017	12:00 p.m.	29	42
Saturday	6/17/2017	12:00 p.m.	32	37
Sunday	6/18/2017	12:00 p.m.	28	49
Monday	6/19/2017	12:00 p.m.	45	50
Tuesday	6/20/2017	12:00 p.m.	47	38
Wednesday	6/21/2017	12:00 p.m.	41	47
Thursday	6/22/2017	12:00 p.m.	34	36
Total			256	299
Downtown Tempe Graffiti Counts				
Day of Week	Date	Total	Previous Week	
Friday	6/16/2017	7	2	
Saturday	6/17/2017	5	4	
Sunday	6/18/2017	5	2	
Monday	6/19/2017	1	1	
Tuesday	6/20/2017	3	8	
Wednesday	6/21/2017	9	7	
Thursday	6/22/2017	9	7	
Total		39	31	

DOWNTOWN SANTA MONICA, INC.
FY17 OPERATING BUDGET-FINAL (BOD approved 4/28/16)

		2015 / 16 Final Budget	2016 / 17 Final Budget
SUPPORT & REVENUES			
SUPPORT & REVENUES			
40000	Bayside Assessment	\$ 1,406,500	\$ 1,406,500
40100	CBD Assessment	\$ 220,000	\$ 220,000
40200	BID Assesment	\$ 3,854,832	\$ 4,009,025
40205	Lincoln Assessment	\$ 438,856	\$ 438,856
40210	Colorado Overlay	\$ 362,792	\$ 366,420
40211	Contracts for Service	\$ -	\$ -
40300	Dolphin Donations	\$ 4,000	\$ 10,800
	Transfer from Dolphin restricted funds*	\$ 6,500	\$ -
40400	Special Events	\$ 7,500	\$ 7,500
40500	Filming	\$ 75,000	\$ 65,000
40600	ICE at Santa Monica	\$ 800,000	\$ 949,489
40800	Ice Rink Sponsorship	\$ 40,000	\$ 55,000
40900	Other Income	\$ 20,000	\$ 33,200
40950	Parking Structure Advertising	\$ 70,000	\$ 400,000
41000	Interest	\$ -	\$ 20
TOTAL INCOME		\$ 7,305,980	\$ 7,961,810

EXPENSES			
PERSONNEL			
60100	Salaries	\$ 997,798	\$ 1,012,765
60900	Payroll Taxes	\$ 69,588	\$ 75,957
60700	Insurance Benefits	\$ 162,047	\$ 162,047
60800	Retirement	\$ 45,657	\$ 50,638
PERSONNEL TOTAL		\$ 1,275,090	\$ 1,301,408

ADMINISTRATION			
60200	Bank Charges	\$ 1,000	\$ 871
BANK CHARGES TOTAL		\$ 1,000	\$ 871

60300	General Office Supplies		
	60310 Office Supplies	\$ 15,000	\$ 15,000
	60320 Computers/ Software	\$ 12,500	\$ 15,000
	60330 Computer Maintenance	\$ 8,750	\$ 8,750
	60340 Furniture	\$ 2,000	\$ 2,000
	60350 Other Equipment	\$ 500	\$ 500
GENERAL OFFICE TOTAL		\$ 38,750	\$ 41,250

60400	Occupancy		
	60410 The 1351 Building	\$ 192,228	\$ 197,995
	60420 Security	\$ 1,760	\$ 1,760
	60430 Electric	\$ 7,250	\$ 10,000
	60440 Storage	\$ 6,000	\$ 7,475
	60450 Cleaning	\$ 1,500	\$ 1,500
OCCUPANCY TOTAL		\$ 208,738	\$ 218,730

60500	Telephone/Internet		
	60510 Office Phones	\$ 8,000	\$ 8,000
	60520 Cell Phones	\$ 8,800	\$ 8,800
TELEPHONE TOTAL		\$ 16,800	\$ 16,800

60600	Printing & Notifications	\$ 500	\$ 2,000
PRINTING & NOTIFICATIONS TOTAL		\$ 500	\$ 2,000

		2015 / 16 Final Budget	2016 / 17 Final Budget
61000	Professional Services		
	61010 Accounting	\$ 12,000	\$ 12,350
	61020 Audit	\$ 17,000	\$ 8,750
	61030 Legal	\$ 10,000	\$ 20,000
	61040 Payroll Processing	\$ 4,000	\$ 4,000
	61050 403 B Admin	\$ 4,250	\$ 4,250
	61060 Human Resources	\$ 5,000	\$ 6,500
PROFESSIONAL SERVICES TOTAL		\$ 52,250	\$ 55,850
61200	Equipment Rental	\$ 5,250	\$ 6,500
EQUIPMENT RENTAL TOTAL		\$ 5,250	\$ 6,500
61300	Taxes & Licenses	\$ 300	\$ 300
TAXES & LICENSES TOTAL		\$ 300	\$ 300
61400	Repairs & Maintenance	\$ 3,000	\$ 3,000
REPAIRS & MAINTENANCE TOTAL		\$ 3,000	\$ 3,000
61500	Membership & Subscriptions	\$ 4,000	\$ 4,000
MEMBERSHIP & SUB TOTAL		\$ 4,000	\$ 4,000
61700	Postage		
	61710 Postage Machine	\$ 2,000	\$ 2,200
	61720 General Postage	\$ 3,500	\$ 1,000
POSTAGE TOTAL		\$ 5,500	\$ 3,200
61800	Travel & Auto	\$ 27,500	\$ 27,500
TRAVEL & AUTO TOTAL		\$ 27,500	\$ 27,500
61900	Education & Staff Development	\$ 10,000	\$ 10,500
EDUCATION & STAFF DEV. TOTAL		\$ 10,000	\$ 10,500
62400	Documentation	\$ 250	\$ -
DOCUMENTATION TOTAL		\$ 250	\$ -
62700	Insurance		
	62710 Commercial Package	\$ 16,787	\$ 30,000
	62720 Directors & Officers	\$ 19,440	\$ 1,300
	62730 Workers Comp	\$ 12,000	\$ 15,000
INSURANCE TOTAL		\$ 48,227	\$ 46,300
62800	Parking	\$ 1,500	\$ 1,500
PARKING TOTAL		\$ 1,500	\$ 1,500
62900	Service Recognition	\$ 4,500	\$ 5,500
SERVICE RECOGNITION TOTAL		\$ 4,500	\$ 5,500
ADMINISTRATION TOTAL		\$ 428,065	\$ 443,801
BUSINESS DEVELOPMENT			
62000	Meetings		
	62010 DTSM Board Meetings	\$ 4,500	\$ 4,750
	62020 DTSM Board Dinner	\$ 3,000	\$ 3,000
	62030 DTSM Retreat	\$ 7,500	\$ 7,500
	62040 Stakeholder Meetings	\$ 2,500	\$ 2,500
	62050 Annual Meeting & Report	\$ 45,000	\$ 45,000
	62060 Community Meetings	\$ 500	\$ 500
MEETINGS TOTAL		\$ 63,000	\$ 63,250

		2015 / 16 Final Budget	2016 / 17 Final Budget
62100	Development	\$ 12,500	\$ 12,750
DEVELOPMENT TOTAL		\$ 12,500	\$ 12,750

62200	Consultants		
	62210 Retail Consultant	\$ 73,000	\$ 72,000
	62220 Research	\$ 65,000	\$ 75,000
	62240 Database Development	\$ 15,000	\$ 15,000
	62250 Stakeholder Survey	\$ 4,500	\$ 4,500
	62260 Pedestrian & Auto Stats	\$ 15,000	\$ 20,000
CONSULTANTS TOTAL		\$ 172,500	\$ 186,500
BUSINESS DEVELOPMENT TOTAL		\$ 248,000	\$ 262,500

MARKETING AND PROMOTIONAL

63000	Newsletter		
	63010 Writing	\$ 8,000	\$ 12,000
	63020 Printing	\$ 18,000	\$ 24,000
NEWSLETTER TOTAL		\$ 26,000	\$ 36,000

63900	Publications		
	63910 Directory	\$ 50,000	\$ 48,000
	63920 The Memo	\$ 1,500	\$ 1,500
PUBLICATIONS TOTAL		\$ 51,500	\$ 49,500

63100	Community Events & Promotion		
	63101 Community Events/Support	\$ 80,000	\$ 96,150
	63102 Meetings & Sponsorships	\$ 20,500	\$ 25,000
	63103 Holiday Promotion	\$ 10,000	\$ -
COMMUNITY & EVENTS TOTAL		\$ 110,500	\$ 121,150

63105	Downtown Employee Rewards Program	\$ 3,000	\$ 3,000
DTERP TOTAL		\$ 3,000	\$ 3,000

63110	Marketing Promotion		
	Tourism Marketing		
	63111 Printed Voucher	\$ 1,500	\$ -
	63112 Rewards Book & Bag	\$ 30,000	\$ 30,000
	63113 Strategic Partnerships	\$ 5,000	\$ 15,000
	63114 Where Magazine	\$ 10,000	\$ -
	63115 OVG & Map	\$ 8,000	\$ -
	63116 CA State Guide	\$ 5,000	\$ -
	63117 City Explorer TV	\$ 15,000	\$ -
	63118 Giveaways	\$ 5,000	\$ 10,000
	63120 Creative Development	\$ 155,000	\$ 70,000
	63125 Printed Collateral	\$ 15,000	\$ 15,000
	63130 Ad Creative	\$ -	\$ -
	63135 Photography	\$ 20,000	\$ 20,000
	63140 Social Media	\$ 15,000	\$ 12,000
MARKET PROMOTION TOTAL		\$ 284,500	\$ 172,000
63155	Public Relations		
	63160 General Retainer & Crisis Mgmt	\$ 72,000	\$ 72,000
	63165 Events, Meetings & Releases	\$ 5,000	\$ 2,500
	63170 Photo Library	\$ 2,500	\$ -
PUBLIC RELATIONS TOTAL		\$ 79,500	\$ 74,500

		2015 / 16 Final Budget	2016 / 17 Final Budget
63200	Winter Holiday		
	63210 Events	\$ 94,000	\$ 94,000
	63220 Winter Décor	\$ 150,000	\$ 160,000
	63230 Advertising/AV	\$ 30,000	\$ 50,000
	63235 Sponsorship Fulfillment	\$ -	\$ 43,000
	63240 PAL - Best Gift Ever	\$ 2,500	\$ -
	63245 Print & Promotions	\$ 2,500	\$ -
WINTER HOLIDAY TOTAL		\$ 279,000	\$ 347,000

63300	Advertising (including co-ops)	\$ 70,000	\$ 95,000
	63305 Parking Structure Ads	\$ -	\$ 320,000
ADVERTISING TOTAL		\$ 70,000	\$ 415,000

63450	Internet Support		
	63460 Website Maintenance	\$ 24,000	\$ 12,000
	63470 Hosting Services	\$ 8,000	\$ 10,000
	63480 Internet Subscriptions	\$ 2,000	\$ 2,000
INTERNET SUPPORT TOTAL		\$ 34,000	\$ 24,000

63700	Downtown Signage	\$ 70,000	\$ 80,000
DOWNTOWN SIGNAGE TOTAL		\$ 70,000	\$ 80,000

MARKETING TOTAL		\$ 1,008,000	\$ 1,322,150
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ICE			
63260	Ice Rink	\$ 660,000	\$ 853,468
ICE TOTAL		\$ 660,000	\$ 853,468

OPERATIONS

AMBASSADORS			
65000	Ambassadors		
	65100 Hospitality Contract	\$ 1,365,000	\$ 1,399,125
	65105 Lincoln Contract	\$ 134,658	\$ 135,000
	65110 Colorado Contract	\$ 165,000	\$ 167,000
	65200 Data Base Dev/Tech	\$ 8,750	\$ 8,750
	65300 Contingency	\$ 1,500	\$ -
	65400 Supplies & Materials	\$ 500	\$ 1,500
AMBASSADORS TOTAL		\$ 1,675,408	\$ 1,711,375

BID MAINTENANCE			
67000	BID Maintenance		
	67100 Power Washing	\$ 530,000	\$ 530,000
	67200 Maintenance Contract	\$ 775,000	\$ 798,250
	67205 Lincoln Contract	\$ 114,303	\$ 113,961
	67210 Colorado Contract	\$ 160,000	\$ 161,600
	67250 General Maintenance	\$ 75,000	\$ 79,500
	67300 Equipment/Supplies	\$ 500	\$ 2,500
	67400 Contingency	\$ 2,500	\$ -
BID MAINTENANCE TOTAL		\$ 1,657,303	\$ 1,685,811

SPECIAL PROJECTS			
68000	Special Projects		
	68150 Website Development	\$ 150,000	\$ -
	68205 Beautification (Lincoln)	\$ 100,000	\$ 100,000
	68350 Special Projects TBD	\$ 25,000	\$ 153,998
	68351 Art Banners	\$ 50,000	\$ -
	68400 Visioning	\$ -	\$ 10,000
SPECIAL PROJECTS TOTAL		\$ 325,000	\$ 263,998

		2015 / 16 Final Budget	2016 / 17 Final Budget
OUTREACH SUPPORT PROGRAM			
69000	Outreach Program Support		
	69100 Program Support	\$ 93,000	\$ 104,000
	69200 Misc. Outreach Support	\$ 2,500	\$ 2,500
OUTREACH SUPPORT PROGRAM TOTAL		\$ 95,500	\$ 106,500
OPERATIONS TOTAL		\$ 3,753,211	\$ 3,767,684

DOLPHIN			
66000	Security and Maintenance	\$ 500	\$ 500
66100	Contributions	\$ 10,000	\$ 10,300
DOLPHIN PROGRAM₁		\$ 10,500	\$ 10,800

TOTAL INCOME	\$ 7,305,980	\$ 7,961,810
TOTAL EXPENDITURES	\$ 7,382,866	\$ 7,961,810
BALANCE	\$ (76,886)	\$ 0
RESERVES	\$ 76,886	

1. Dolphin Change Program will go into reserves until depleted. Board action 3/22/12

Marketing Report

May 2017

Advertising	Printed Collateral	Blog Stories
Most Loved Santa Monica Guide	The Memo	Kentucky Derby comes to Downtown Santa Monica
Chamber Installation Program	Downtown Walking Maps	Mother's Day in Downtown Santa Monica
Twilight Concert Series Guide	Promenade Directory Maps	Lemonade Unveils New Chef's Seasonal Plates Fresh for Spring
		Camera Obscura's Summer Lineup of Artist Workshops



The Memo May 2017

Number of Homeless in Santa Monica increases

The number of people living on the streets and in shelters in Santa Monica has increased to 921 individuals, city officials said earlier this month when they released results of this year's Homeless Count. The number of homeless individuals in Santa Monica increased by 26 percent over last year, with 581 people living on the street and another 340 in shelters, jails or hospitals.

City officials said the homeless problem is not confined to Santa Monica and must be addressed with a regional solution that incorporates all partners, including other cities and the County of Los Angeles. The region-wide homeless population exceeded 46,000 in 2016. The most recent homeless county results for LA County have not yet been released.

An extreme housing shortage, coupled with stagnant wage growth, may be to blame for the increase, city officials said. Shelters are at capacity and the issue is at a "tipping point." Help is on the way. In November, county voters approved Measure H, a half-cent sales tax increase to fund homeless programs, while voters in Santa Monica approved Measure GSH, which sets aside millions for the construction and preservation of affordable housing. The City of LA has also approved a similar measure to fund programs, services and housing.

City officials said they, in addition, bolstering to eviction and homeless most vulnerable home!

Santa Monica's homeless report being in Santa M

For more information, contact Downtown Amil 424.200.0682 or email

Lemonade unveils new chef's seasonal plates fresh for spring

May 9, 2017
Written by: Kevin Kotlight



Downtown Santa Monica Contest i
Santa Monica Contest i
businesses they just ca

And the winners are:

- Harvelle's — Most L
- OrangeTheory Fitness
- Salon Tru — Most Lo
- Bezan Bakery — Mo
- Fairmont Miramar H

Nearly 4,000 votes wer
part of the Buy Local C
and encourage local bu
environmental and con
visit www.buylocalsant

Camera Obscura's summer lineup of artist workshops

ARTS, LIT, MUSIC, THEATRE FUN EVENTS
May 10, 2017
Written by: Kevin Kotlight



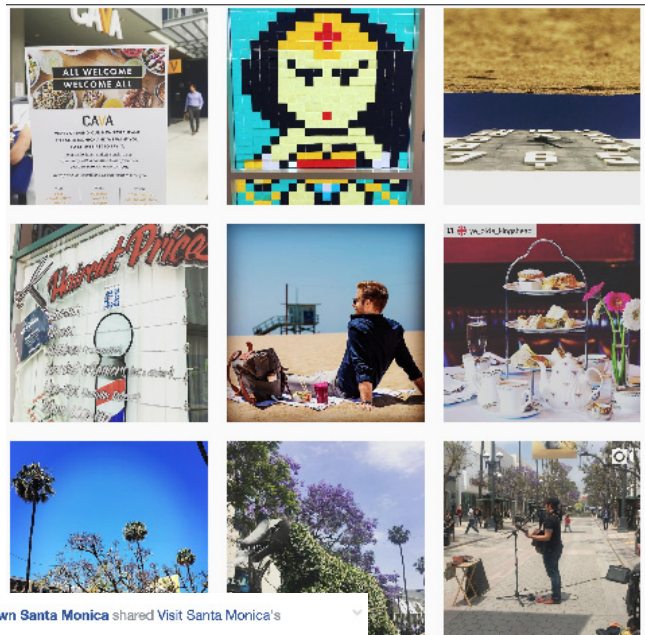
Mother's Day in Downtown Santa Monica

FOOD & DRINKS FUN EVENTS
May 8, 2017
Written by: Collin Newton



Social Media

	# of Posts	# of Fans
Facebook	79	15,472
Instagram	28	2,818
Twitter	90	11,346



DowntownSantaMonica @DTSantaMonica · May 16
 Excited to welcome #bookmonster to #dtsantamonica: SM Blvd & 2nd St. Selling new/used books, CDs & other media. They'll even buy back yours.

Downtown Santa Monica shared Visit Santa Monica's post.
 Published by Kay Kotight (?) · May 17 at 12:17pm · 🌐

Shoutouts to Wexler's Deli and FIG Restaurant. #DTSantaMonica #Brunch

Big Blue Bus @SMBigBlueBus · May 19
 Routes 1, 3, Rapid 3, 9 & 1B: Due to construction, stop on NB 4th/Colorado closed today. Please board/al disembark on NB 4th/Broadway instead.

Downtown Santa Monica
 Published by Kay Kotight (?) · May 12 at 3:16pm · 🌐

Have you seen the new streetscape improvements on 4th Street at Colorado in #DTSantaMonica? Decorative tree well covers and cool concrete featuring historical facts about #SantaMonica. Take a stroll and let us know what you think.

413 people reached

2,707 people reached

Boost Post

Events & Filming

# of Event Permits	# of Film Permits
0	10

Operations Report

May 2017
Created: 5/23/17

Ambassador Interactions: Zone 1, 2, 3, L

<i>Interaction</i>	<i>March</i>	<i>April</i>	<i>May</i>
Business Contact	990	1,122	660
Business Referral	1,474	1,384	779
Santa Monica Place	304	399	291
Restroom Directions	808	1,122	1,051
PS4 Restroom Count	38,593	41,187	25,642
Pedestrian Assist	4,723	5,998	4,773
Hospitality Escort	82	69	62
Metro Related Assistance	459	483	207
Big Blue Bus Info	230	254	156
Vehicle Assist	22	43	10
Skateboarding/Bicycling/ Rollerblading	1,190	1,804	1,306
Smoking	1,047	1,471	1,079
Sleeping	152	215	201
Graffiti Removal	92	167	64
Bill/Stickers Removed	55	69	78
Debris	10,910	11,718	7,288
Overflowing Trashcans Leveled	12	25	14
Unkempt Property Cleanup	1	1	0
Weed Abatement	6	19	0

Ambassador Interactions: Tongva/Palisades Park

<i>Interaction</i>	<i>March</i>	<i>April</i>	<i>May</i>
Business Referral	129	195	125
Restroom Directions	373	698	473
Tongva Restroom Count	9,765	9,902	4,996
Pedestrian Assist	2,731	3,127	2,361
Hospitality Escort	15	17	6
Metro Related Assistance	125	144	114
Park Violation	203	221	128
Smoking	1,165	1,339	1,175
Sleeping	1,212	1,124	1,051
Observation - Substance Abuse	4	12	13
Request Assist - Police	2	2	4
Social Service Referral	79	81	57
Graffiti Removal	21	132	71
Bill/Stickers Removed	29	34	28
Narcotic Paraphernalia	2	6	4
Biohazard - Needle	1	0	0
Debris	9,542	11,619	8,804
Rodents	633	457	422
Walkway Obstruction	9	3	0

Power Washing

<i>Zone 1</i>	<i>Zone 2</i>	<i>Zone 3</i>	<i>Zone L</i>
Alleys	Alleys	-	-
Third Street Promenade	Sidewalks	-	-
	PS 4 & PS 6	-	-
-	PS Lobbies	-	-

EVENT/CAMPAIGN:

PEOPLE – Who is the target audience & what are their needs & wants?

OBJECTIVES – What are we trying to accomplish & where does that intersect with the target audience’s needs & wants?

STRATEGIES – What are we going to do to meet our objectives, while satisfying our target audience’s needs & wants?

TACTICS – How will we support the strategies with tools, tactics, and/or technologies?

RESULTS – What are our KPIs, metrics & ability to know that we’re on plan to meet our goals, when we’ve surpassed them, or when to course correct?

State of DOWNTOWN TEMPE

STATE OF DOWNTOWN | POSTR

Date: August 2016

Prepared by: Erika, Julie, Lori, Miranda

INTRODUCTION

Produced annually by the Downtown Tempe Authority (DTA), the State of Downtown Tempe event gives true meaning to data, statistics and trends for use by the general public and stakeholders. The event provides a detailed narrative of Downtown Tempe in a visually engaging year-in-review format.

In 2015, the IMPACT Awards were introduced as a way to recognize outstanding achievements among our downtown stakeholders in five categories: Business, Cultural, Economic, Environmental and Social.

In just two years, the State of Downtown Tempe event has become a respected event among both the private and public sectors to better understand our evolving downtown and how our organization increases the value of Downtown Tempe through enhanced management, safety, marketing and promotional services.

October 18th, 2016: 5-7pm

METHODOLOGY

POSTR process:

PEOPLE: Who is our target audience and what are their needs & wants?

OBJECTIVES: What are we trying to accomplish and where does that intersect with our target's needs & wants?

STRATEGIES: **What** are we going to do to meet our objectives, while satisfying our target's needs & wants?

TACTICS: **How** will we support the strategies with tools, tactics and technologies?

RESULTS: What are our KPI, metrics and ability to know that we're on plan to meet our goals, when we've surpassed them or when to course-correct?

OBJECTIVES

DTA is tasked with several objectives, in priority order:

- Share/highlight information in Annual Report in visual/engaging manner
- Preview program and initiatives for the upcoming fiscal year
- Active a public space
- Acknowledge previous year's contributors
- Raise money and awareness for the Tempe Mission
- Provide a "must-attend" engaging/entertaining event for stakeholders to attend and "own"
- Cover a portion of the cost of the event (*% or \$ amount...?*)

PEOPLE

For this event, we will not target specific developed personas, but specific segments of Downtown Tempe populations:

1. Merchants
2. Property Owners
3. Employers
4. Residents
5. Community Partners – City of Tempe, Tempe Tourism, Chamber of Commerce, Local First AZ
6. Sponsors

STRATEGIES

State if Downtown Tempe includes foci on the following:

- Presentation
- Utilize Mission Alley – unused space, but great location for special events
- IMPACT Awards
- Raffle and/or Auction
- Sponsorship and/or In-Kind Donations
- Food/Drink

TACTICS

State of Downtown Tempe tactics to support strategies:

- Strategically program small scale performances (busker style) to deliver highlights/info from Annual Report (consider recommendations from BRV report)

Buskers to consider:

- Graffiti artist
- Spoken word
- Comedy skit
- Dueling pianos

- Provide a takeaway item to guests that contains the Annual Report
 - Secure 5-10 worth-while raffle/auction items
- Items to consider:*
- 1 year parking pass
 - Hotel stays
 - Flagstaff Extreme experience
 - VIP tickets to the Fantasy of Lights Boat Parade
 - Bike
- Signature cocktail provided by Mission Palms
 - Variety of small plates/bites provides by restaurants located in Mission Alley

RESULTS

Success of the State of Downtown looks like the following:

- Sell 175 tickets for the State of Downtown Tempe event
- A variety of downtown stakeholders represented in attendance
- Raise \$2500 for the Tempe Mission campaign
- Successful activation of special event in Mission Alley

BUDGET

\$15K - Event

\$2500 – Marketing

ADDITIONAL NOTES:

Timeline

- 5:00 | Arrival, photos, drinks
- 5:20 | Presentation
- 5:40 | Award
- 6:00 | Mix 'n Mingle, auction, raffle

Mobile Mission Meter (Adam)

Save the Date Postcards (Kate)

Layout/Space

- Smoke shop patio/balcony
- Drape staircase and string lights
- Space for chairs with room for fire...?
- Remove stump



PRESENTATION



Expect More. Experience Better.

Downtown

Parking

STRATEGIC PLAN

Intro & Agenda

- ▶ Draft Project Summary and Recommendations
 - 5th Street
 - Curb Lane Management
 - Bicycle Parking
 - Parking Analysis
 - Modeling, Future Demand, Parking Facilities, Dynamic Pricing
 - Parking Requirements
 - Asset Management
- ▶ Next Steps

Stakeholder Involvement

▶ 2 mini-charettes

- Focus group
- One-on-one dialogue

▶ Online survey (212 responses):

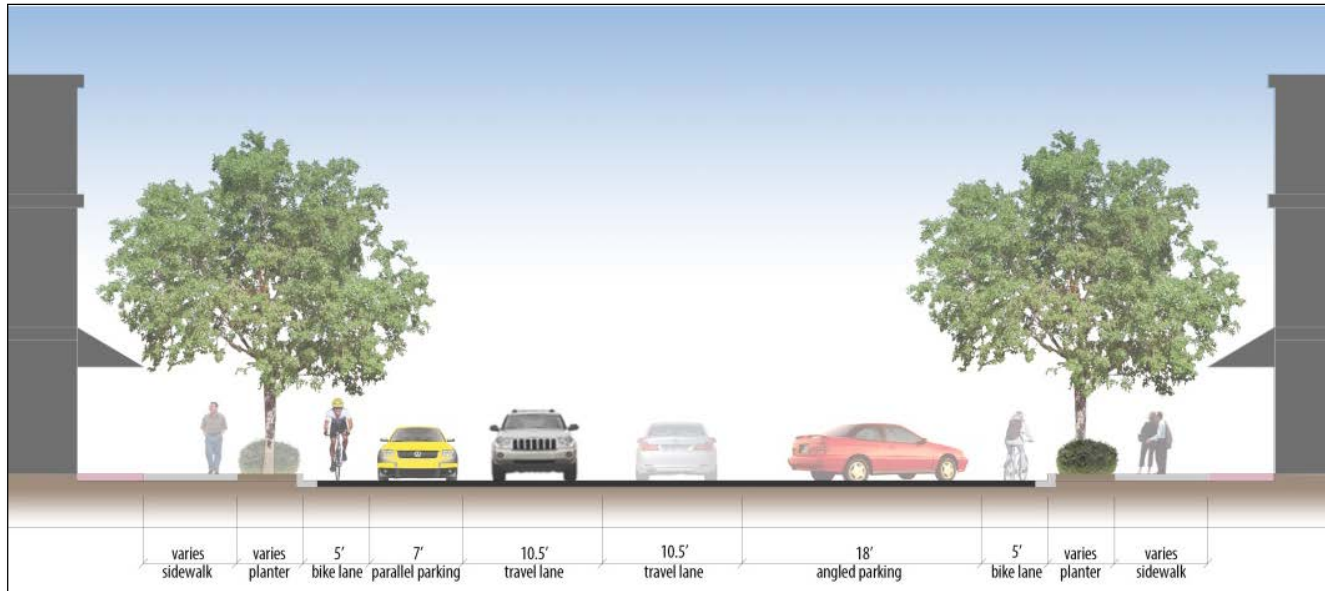
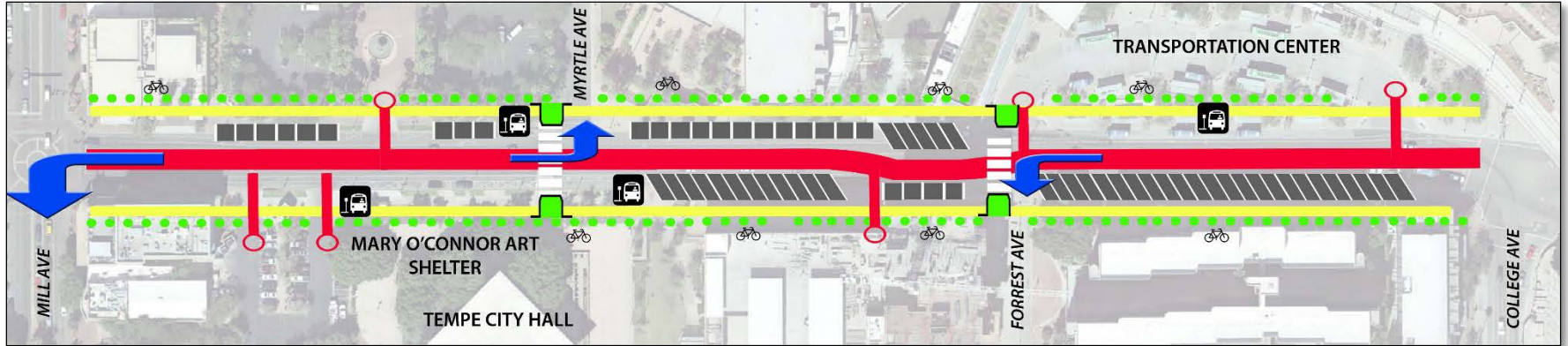
- Customers generally park on-street 1 – 2 blocks away or in a business parking lot
- Employees park off-street in their businesses' parking facility or in a private facility
- **Safety**, **availability**, and **proximity** are the most important aspects in parking downtown
- 77% of people find parking in under 10 minutes
- 50% of people stated building a new parking garage is most important

5TH STREET CROSS SECTION RECOMMENDATIONS

Task :

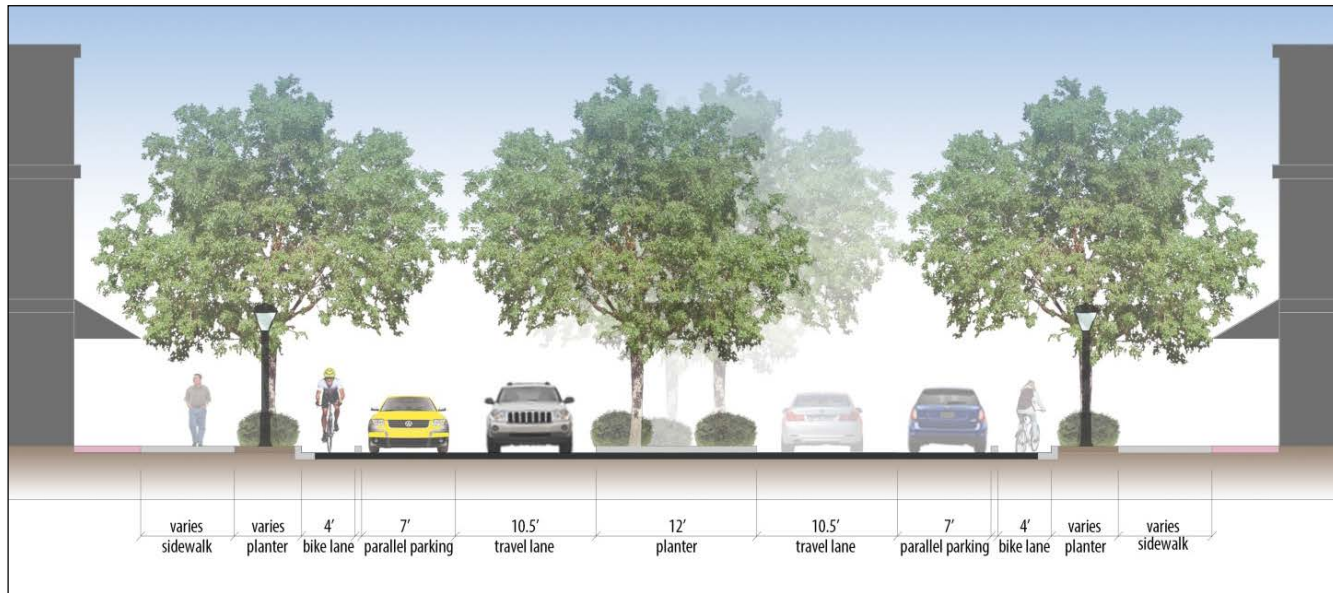
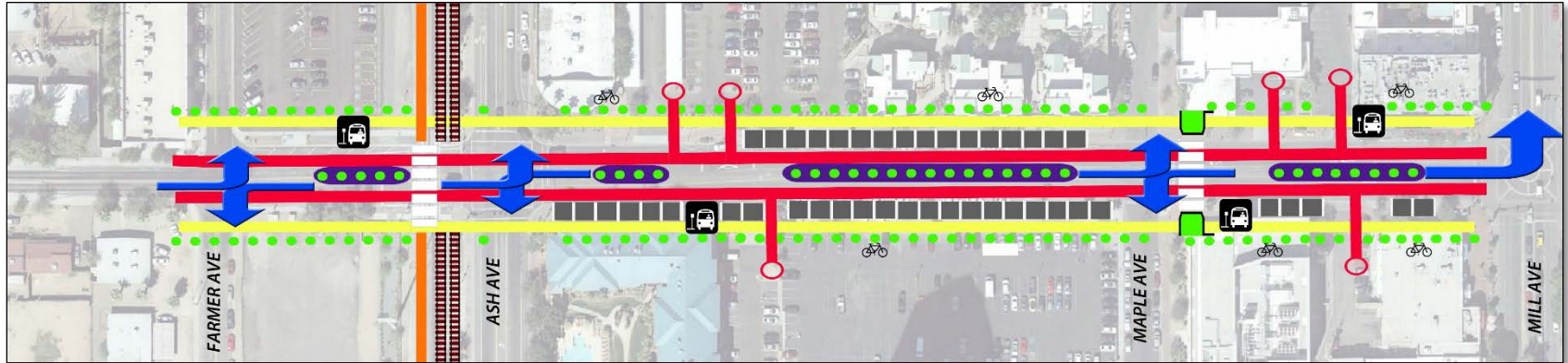
- *Create a more user-friendly street configuration*
- *Review land uses, traffic volumes, and development plans*
- *Conduct Complete Street academic review*
- *Create conceptual-level improvements to the roadway cross section*

5th Street East of Mill



- █ Through Lane
- █ On-Street Parking
- █ Buffered Bike Lane
- █ Landscaping
- █ Transit Stop
- █ Crosswalk
- █ Bulbout
- █ Turn Pocket
- █ Landscaped Median
- █ Driveway
- █ Railroad
- █ Multi-Use Path
- █ Bicycle Parking

5th Street West of Mill



- █ Through Lane
- █ On Street Parking
- █ Buffered Bike Lane
- Landscaping
- Transit Stop
- Crosswalk
- Bulb-out
- Turn Pocket
- Landscaped Median
- Driveway
- Railroad
- Multi-Use Path
- Bicycle Parking

Implementation Strategies

▶ Potential Cost

- \$2.5M - \$5M (complete)
- Up to \$150k (short term)

▶ Transitional Treatments

- Restripe additional parking spaces (approximately 69) and add new meters
- Buffered bike lanes
- Landscaped/painted curb
 - ▶ Beautify space
 - ▶ Narrow travel lanes

▶ Template for 6th and 7th while preserving character of each street

▶ Placeholder in CIP for grants



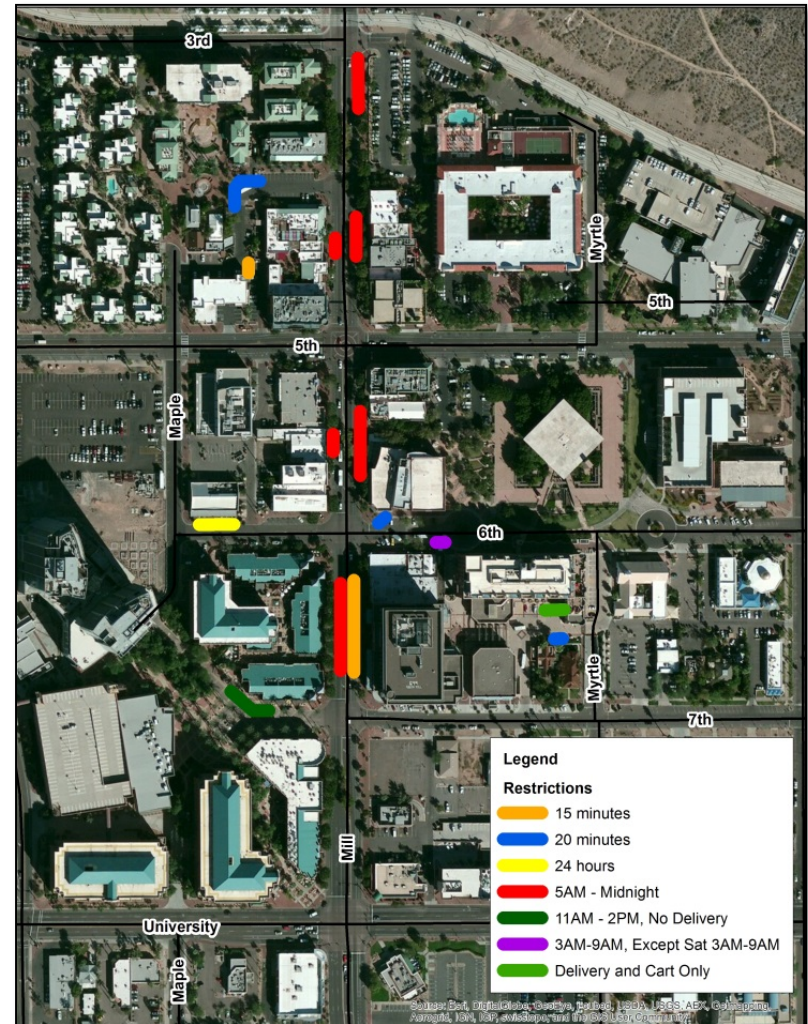
CURB LANE MANAGEMENT RECOMMENDATIONS

Task:

- *Evaluate existing curb lane structure*
- *Provide management strategies aimed at promoting a more efficient and effective curb lane experience for users*
 - *On-Street Parking*
 - *Commercial Loading*
 - *Taxi Stands*
 - *Motorcycle Parking*

Managing Commercial Loading

- ▶ Use Code to define commercial vehicles
- ▶ Option 1:
 - Restrict loading to between 5:00am to 10:00am only by code
- ▶ Option 2:
 - Tiered permit system
 - Allow flexibility through permitting
 - Open metered spaces to commercial vehicles



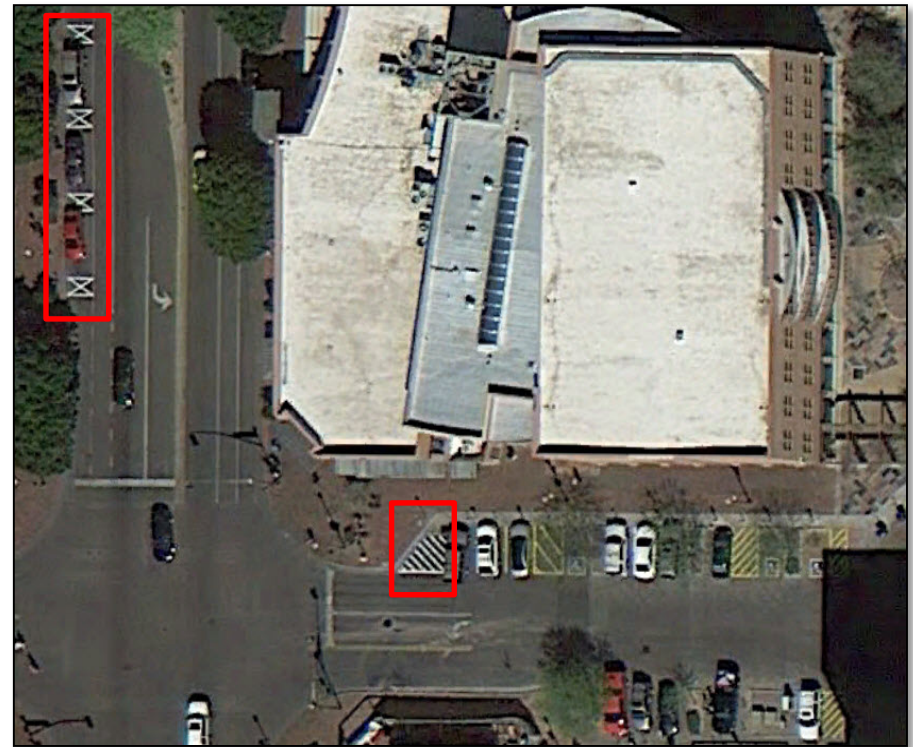
Taxi Loading

- ▶ Existing taxi loading
- ▶ Additional Taxi Stand on 7th
 - Convert to commercial loading during 8am to 10 am period
 - ~14 additional taxi loading spaces
- ▶ Meter Conversion at 6th Street
 - Requires additional enforcement to ensure turnover
 - Potential to remove meters at 6th Street for taxi loading
 - Property owner interested
 - ~19 additional taxi loading spaces



On-Street Parking Policies

- ▶ Motorcycle parking
 - Maximize space
 - Hatched or corner areas
 - Dual space coin meters
 - Paint no parking ADA hatches
 - Education/Communication
- ▶ Overnight parking
 - Pre-payment option
 - 10:00am pick-up
- ▶ Consolidated on-street parking spaces (remove hatches)
 - ~38 additional spaces



Parklet

- ▶ Eliminate a parking spot to:
 - Activate street
 - Create public space
 - Support business and pedestrian activity
- ▶ Best used with active businesses
 - *Restaurants/bars*
- ▶ Mill Ave, 6th or 7th St.
 - Higher demand
 - Better visibility
 - High foot traffic
- ▶ Pilot Test/Partner with local business



BICYCLE PARKING RECOMMENDATIONS

Task:

- *Research on and off-street bicycle parking*
- *Conduct peer city best practice reviews*
- *Review solutions to event bicycle parking demand*
- *Provide recommendations and best management practices related to on and off-street bicycle parking*

General Bike Parking Improvements

- ▶ Existing racks on Mill
 - ~430 spaces
- ▶ Minimize deviation code requirements
 - In lieu fee
- ▶ Secure and traditional rack parking requirements
- ▶ Support location and visibility through code
- ▶ Temporary racks in metered spaces for events
- ▶ Creative bicycle parking
 - Art in Private Development
 - Public art project

Tempe		
Use	Minimum	Secured/Racks (%)
Office	1 per 8,000sf	20/80
Restaurant	1 per 500sf	0/100
Retail	1 per 7,500sf	20/80
Residential	1 per unit	60/40



On-Street Bike Corral Pilot

- ▶ Bike Corral Pilot
- ▶ Maintenance Responsibility
- ▶ Measuring Success
 - Occupancy
 - User Experiences
 - Sales Tax
- ▶ Foster Community Support
 - Businesses
 - Breweries
 - Community Groups
- ▶ Coordinate with property owners
 - YAM



Event Bicycle Parking

► Issue

- Event bike parking demand straining existing supplies
- Illegally parked bikes

► Event permit

- Require large events to provide additional bike parking
 - Large events likely to have high bike parking demand
 - Bike valet or temporary infrastructure
- Define attendee threshold
 - What size events need additional bicycle parking?

► Permanent bike valet in Beach Park

- low impact on event space



PARKING ANALYSIS

Tasks:

- *Develop parking demand model*
- *Evaluate existing conditions and future scenarios*
- *Evaluate future parking facilities*
- *Review demand based pricing*

Existing Conditions



- ▶ Handful of facilities represent the total surplus
 - 5th and Farmer, US Air, West 6th, Hayden Ferry, Tempe Beach Park, etc.
- ▶ Removing those facilities minimizes the surplus to ~1,100 spaces
 - *Not including event demand or current construction*
- ▶ Use dynamic pricing (location/season/time of day)
- ▶ High-demand on-street parking priced higher than off-street parking

Current Projects

- ▶ Current projects include the construction of 9,300 parking spaces
 - These spaces represent 5,700 additional spaces of surplus
- ▶ When removing this surplus (and the previous fringe, underutilized facilities), the surplus is ~600 spaces
 - *Current surplus represents a 7% effective cushion*

Future Build-Out



- ▶ Full build-out increases demand by 3,000 spaces
 - New projects add 2,600 spaces (USA) and removal of 1,200 spaces
- ▶ Deficit for Publicly Available Spaces = -1,600
 - *New parking facilities should be evaluated in south and/or west areas of study area*
 - ▶ *Public-Private partnership with new development*

PARKING REQUIREMENTS

Tasks:

- *Present parking requirements reflective of an urban area based on:*
 - *Generation rates from the Park+ model*
 - *Peer city review*
 - *Existing projects and proposed standards*

Parking Requirements – Recommendations

	Tempe	Park+	Austin	Boulder	Seattle
Office (per ksf)	3.33	2.1	2.178	0	0
Retail (per ksf)	3.33	0.78	2.178	0	0
Restaurant (per ksf)	13.333	6.7	6 (<2,500sf) 7.58(>2,500sf)	0	0
Residential (per dwelling)	Studio: 1 4 bed: 3	1.1	1 bed: 0.9 1+bed: +0.3 for each additional	1.25 per 1 bedroom unit	0

- ▶ Reduced parking requirements for subsidized transit passes – Ex. Boulder
 - Business by business basis
 - Lease renewal with reduced parking requirements
- ▶ Reduce or remove parking minimums (consider tenant demand)
- ▶ Implement parking maximum
 - Reduce potential for overbuild
 - Utilize shared facilities to improve and balance demands in the downtown

ASSET MANAGEMENT

Tasks:

- *Review potential to create a new parking management entity that has the capacity to control and operate existing parking assets and finance new facilities*
- *Review local legislation and organizational strategies*
- *Evaluate parking management options, potential for public/private partnerships, and financing strategies*

Management Styles

	Consolidated and Vertically Integrated	Parking Authority	Contract or Business District	Parking District or Commission Model	Professional Services
Management	Department Director and City staff	Parking Board	Downtown BID	Downtown BID	Admin level parking services group and third party parking management firm
Advantages	City Controlled	Bonding capability	Community engagement and planning	Revenues reinvested into District	On-call services agreements
Disadvantages	Governed by City/General Fund Needs	Utilitarian	Portion of revenues into General Fund	Portion of revenues into General Fund	Staff turnover and Management Agreements

Parking Capital Fund

► Maintain Current Structure

- The current management style allows for efficient management of parking while promoting enhanced customer service
- Amend current agreement between City and DTC to define:
 - Preventative maintenance responsibilities, including repairs and restoration of existing facilities
 - Define a Special Parking Capital Fund – including minimum and maximum values
 - Accounting practices to govern the agreement

► Special Parking Capital Fund

- Parking Capital Projects – new build and maintenance
- Identify use, timeframe, and long range construction plans
- Excess revenue (above maximum account limit) into General Fund

SUMMARY

Near Term Opportunities

- ▶ Bike Corral Pilot
- ▶ Parklet Pilot
- ▶ Additional taxi loading zones
- ▶ Motorcycle parking improvements
- ▶ Overnight pre-paid parking
- ▶ Creative bicycle parking
- ▶ Courtesy notes for illegally parked bicycles
- ▶ Commercial parking policies
- ▶ Establish parking enterprise fund

Long Term Opportunities

- ▶ Full 5th Street improvements
- ▶ Consolidate curb lane practices and policies
- ▶ Modified bicycle parking requirements
- ▶ Modified parking requirements



Top 5 Recommendations

1. Begin initial improvements to 5th Street and identify funding for long term objectives
2. Implement improved commercial loading system and dynamic pricing
3. Create a parking special enterprise fund
4. Modify parking requirements to reflect the context of Downtown Tempe parking
5. Actively reach out to private developers for public-private, centralized, shared public parking

QUESTIONS
